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LANCASTER
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GENERAL PLAN

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GENERAL PLAN



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PREFACE & INTRODUCTION

PREFACE -- PRIMARY GENERAL PLAN STRATEGIES

General plan documents are traditionally organized around the seven elements mandated by the State. However, in many cases, this organization can be cumbersome. Issues addressed in one element must also be considered in other elements as well. For example, a primary concern in Lancaster is the issue of how to provide public services and facilities to urban development that is concentrated, not in a central core, but in several 'urban nodes' which are separated from other areas of the City by several miles. This issue impacts not only municipal services and facilities, but also economic development, physical mobility, and public health and safety. It is also the direct result of past and current land use policies which permitted scattered development. Since this single issue affects almost every plan in the Lancaster General Plan document, policies and specific actions addressing it can be found in every plan as well. Although policy direction presented in all these different plans may be comprehensive, it does not present a complete discussion of the issue and the specific program addressing that issue.

The purpose of this preface is to provide an overview of the Lancaster General Plan policy document. It describes the assumptions on which the plan is based, lists two general goals and corresponding objectives, and presents five policy programs which cross the boundaries of individual plans and provide the framework for the general plan policy statement.

A. ASSUMPTIONS

A General Plan is a city's vision for the future. However, every projection of the future has its basis in the present. Specifically, it must be assumed that a number of the 'constants' that hold true today will also be true during the timeframe of the general plan, or that they will not. There are a number of assumptions implicit in the Lancaster General Plan; they are as follows:

- One of the most important issues associated with growth in the desert is the availability of water. The Lancaster General Plan assumes that the California Water Project will be completed, and that fresh water will be available to support buildout of the study area. Although the General Plan assumes that water will be available for the continued growth of the area, it will likely require a combination of water conservation, water reclamation, and the increased importation of water.
- The existence of Plant 42/Palmdale Regional Airport to the southeast of the study area poses several concerns in terms of land use and safety. It is unlikely that the Palmdale Regional Airport will become an international airport during the life of this general plan, expanding onto lands owned by the Los Angeles Department of Airports to the east of Plant 42. Commercial flights will continue to increase to a maximum of approximately 400 operations daily. This represents about ten million annual passengers per year by the Year 2010 or shortly thereafter.

- Edwards Air Force Base will continue to operate at its current level. However, as growth continues in the local economy, the base's percentage share in the economy will decrease.
- The potential conversion of George Air Force Base to civilian use will not impact the expansion of commercial aviation operations in the Antelope Valley. Currently, Air Force Plant 42 manufactures and tests new airplanes; however, in the future this facility will evolve into primarily a maintenance facility. Despite these changes in the role of Plant 42, its role as a major employer in the area will continue.
- A major urban community may be developed west of the existing sphere of influence. The growth resulting from this project, however, will occur primarily in addition to existing area growth projections, and will not draw significant amounts of development away from projected growth in other portions of the Antelope Valley.
- The availability of affordable housing will assist in the continued growth in Antelope Valley, southern Kern County, and Rosamond. This will cause the regional center of the Antelope Valley to move north to the City of Lancaster. As a regional center, Lancaster will provide centralized services and facilities for the area.
- The commuter population will continue to play an important role in the Lancaster economy for the foreseeable future. The continued spending of consumer dollars in other communities where Lancaster residents work, will impact the local economy; however, diversification of the local economy will occur over the long term.
- As the populations in San Fernando Valley and Los Angeles communities continue to grow, there will be fewer areas where the rural/small town lifestyle can be realized. The desire for a rural lifestyle will continue to be a motivating factor in immigration to the Antelope Valley.
- The desire for affordable housing will continue to be a major influence on the immigration to the Antelope Valley in the foreseeable future. Associated with this growth will be corresponding increases in the local population and increasing demands on the circulation system.
- Continued land fragmentation will make development of parcels adjacent to the central core economically infeasible.
- As a result of land fragmentation, growth will continue to occur in areas not contiguous to the central urban core.
- The State's current municipal finance system based on sales taxes generated by point of sale will not be revised.

B. GENERAL COMMUNITY GOALS AND OBJECTIVES

Goal 1

To define the various aspects of "quality of life" which can be enhanced or degraded by land use and development decisions, and ensure that Lancaster manages its future in such a manner as to place the highest value on people and their quality of life.

- | | |
|----------------------|---|
| Objective 1.1 | Improve local employment, educational, and recreational opportunities for the residents of Lancaster. |
| Objective 1.2 | Ensure a healthful living environment, free of significant environmental hazards and nuisances and protect areas that have significant natural resource, scenic, or cultural heritage values. |
| Objective 1.3 | Maintain a well-designed, visually pleasing built environment. |
| Objective 1.4 | Provide a wide range of opportunities for cultural and social interaction and expression by a diverse population. |
| Objective 1.5 | Maximize individual and family self-support and reduce the need for institutional treatment and intervention of needy, disabled, handicapped, and homeless people by providing adequate facilities and services within the community. |
| Objective 1.6 | Facilitate communication between the City and its population by soliciting greater citizen involvement in public affairs, and by increasing the sensitivity and responsiveness of city government to community needs and social values. |

Goal 2

To facilitate a smooth conversion of the City of Lancaster from a suburb of the Los Angeles Basin to a balanced and complete community encompassing a diverse mix of land use types and intensities, housing types and styles, and local employment and business opportunities which combine to provide a quality living and working environment.

- | | |
|----------------------|---|
| Objective 2.1 | Promote the efficient use of land through a more concentrated urban pattern, focusing new development into suitable locations. |
| Objective 2.2 | Accommodate a balance and variety of rural and urban lifestyles, along with stable, predictable boundaries between urban and rural communities within the Lancaster area. |

- Objective 2.3** Ensure that development in areas planned for non-urban use is compatible with rural lifestyles, and does not necessitate the expansion of urban services systems.
- Objective 2.4** Accept and plan for a level and rate of population and economic growth consistent with improved environmental quality; the availability of air, water, and energy resources; and the ability of public and quasi-public agencies to provide required services and facilities.
- Objective 2.5** Promote a distribution of population consistent with service system capacity, resource availability, environmental limitations, and accessibility.
- Objective 2.6** Ensure that the expansion of urban and rural development occurs in a logical, predictable manner, and that new development pays for the expansion costs it generates.
- Objective 2.7** Foster community identity and improve environmental quality by establishing clear urban design structure consisting of an interrelated system of districts, nodes, entries, paths, and landmarks.
- Objective 2.8** Promote a strong, diversified economy that will provide business opportunities; employment opportunities for the area's labor force; and sufficient municipal income to support the services, facilities, and amenities desired by Lancaster residents.

C. URBAN STRUCTURE PROGRAM

The intense period of building during the 1980s extended the urbanized areas of Lancaster, creating the need for new and costly infrastructure and services. Moreover, several large project approvals in areas formerly designated for rural land uses established the framework for a number of isolated development nodes in areas several miles from the urban core. These areas generally lack the infrastructure and services to support urban development. Projects were approved, however, when they were able to secure agreements with service providers. Even so, a broader issue arises -- it is more costly to provide services to projects at 110th Street West than at 10th Street West. For example, it will cost more to provide fire protection in an area several miles from the nearest existing fire station than in an area only a few blocks from the facility. A corollary concern also emerges -- how are facilities, specifically streets, connecting the new projects to the existing development to be constructed and particularly how they will be maintained.

To help the City manage the costs of infrastructure generated by dispersed development, the City devised the Urban Structure Program to shift the burden and associated costs of providing and maintaining additional infrastructure, facilities, services, and costs onto those who create the need. The following are the basic premises regarding the relationship of urban growth to infrastructure capital improvements and public services:

- New development shall construct and/or pay for new on-site capital improvements required by their project, consistent with performance criteria identified in Objective 15.1.
- New development shall ensure all new off-site capital improvements required by their project are available, consistent with performance criteria identified in Objective 15.1.¹
- New development shall provide for public services consistent with the performance criteria identified in Objective 15.1.
- New development shall not result in any long-term reduction in the level of public services provided to existing development.
- New development shall not result in any substantial, short-term reduction in the level of public services provided to existing development.
- New development shall not substantially increase the cost of public services provided to existing development.
- The system used to recoup the costs of new development shall not be used to influence the rate of growth, but shall ensure that services are provided for in an equitable manner.

Under the Urban Structure Program, applicants for all discretionary projects provide information on necessary on-site and off-site capital improvements and public services required by the project. This information is then entered into a financial analysis model which compares site specific capital improvement/public service costs to expected average revenues on an annual basis for the first twenty years of the project. The result of the Financial Review allows the City to make an initial determination on the project.

¹ Project shall construct and / or pay for new off-site capital improvements described. Reimbursement agreements may be established to allow the original developer to recover the cost of providing capital improvements in that area, above (or beyond) that which will be required for a project. Where a project is too small to incur the cost of constructing necessary improvements, even when such costs are subject to reimbursement, the City may accept payment of the project's fair share of capital improvement costs.

The initial determination will be to recommend approval, approval with mitigation, denial, or preparation of a detailed financial study. If it is determined that a detailed financial study is necessary, the project proponent shall have prepared a financial analysis of the contract. Each study will present the following:

- Projected revenue generated annually by the project over a twenty year period, plus cumulative totals.
- The annual cost of providing public services and maintaining capital improvements over a twenty year period, plus cumulative totals.
- A capital improvement/public services financing program defining how the development will pay for all capital improvements and incremental public service and capital improvement maintenance costs during the twenty year period.

As part of the annual budget process and preparation of the City's capital improvement plan, the City shall analyze costs and benefits associated with new development, including the incremental costs and benefits of development in each of the urban nodes.

D. ECONOMIC DEVELOPMENT PROGRAM -- STRIVING FOR SELF-SUFFICIENCY

The City of Lancaster began as an independent farming community located around the Southern Pacific Railroad. This economy transitioned from agriculture to aerospace in the 1950s, 1960s, and 1970s, but remained relatively autonomous. A third change occurred after the 1980s when the City became an area of affordable housing that encouraged the immigration of people employed in the San Fernando Valley and Los Angeles area.

Today, as well as historically, the Lancaster economy has been dependent on outside economies -- first the military-associated aerospace industry, and now the industries of Los Angeles and the San Fernando Valley. For the City of Lancaster to reduce dependency upon regional and national economies, the City needs both basic and nonbasic industries. Basic industries sell goods and services outside the local economy and help the economy by creating more local jobs. Economic dependency can best be reduced by diversifying basic industries, the central source of economic strength and diversity. The program contained in The Plan For Economic Development and Vitality describes the Intensified economic development efforts necessary to make the switch to self-sufficiency. It includes retaining existing firms, assisting start-up firms, and attracting firms which are relocating.

E. URBAN/RURAL INTERFACE

The rural/small town atmosphere of Lancaster has been one of the qualities that attracted people to the area. However, the primary reason since the early 1980s has been the availability of affordable housing.

The importance of preserving these areas has been frequently voiced by residents, particularly in Quartz Hill, Antelope Acres, and White Fence Farms. The City has acknowledged the importance of the rural lifestyle and has designated a considerable amount of land for this type of residential land use.

Land use incompatibilities may arise if urban and rural uses are located adjacent to one another. Continued growth, however, does not have to mean the end of Lancaster's rural character. The coordination, separation, transition, and buffering between these uses has been identified as a major land use issue. Transition and buffering concepts aid in softening land use inconsistencies that are necessary between rural and urban land uses. It is not only visual incompatibilities, but lifestyle differences, such as traffic noise, and the keeping of farm animals. The methods of land use buffering outlined in this program include landscaping and lot size transitions.

F. WATER PROGRAM

Water availability has been, is, and will continue to be the primary resource constraint facing the City of Lancaster. This issue covers many areas of planning and is addressed in various forms in many of the individual plans that make up the General Plan, including the Plan for Municipal Services and Facilities, the Plan for Physical Development, and the Plan for the Natural Environment. Water service is provided by twelve retail water agencies and one wholesale water distributor, the Antelope Valley-East Kern Water Agency (AVEK). Although AVEK believes that there are adequate water resource entitlements to support buildout of the City, this will require full allocation from the State Water Project, as well as continued conservation and increased reclamation efforts.

Currently, in Lancaster there are twelve separate retail water agencies. These companies use a combination of imported and well water. There is no agency that oversees the drilling of water in the area. Adjudication, the regulation of water withdrawal by one agency, is likely to occur in the next several years, due to the crisis level of the situation. Through such an agreement, the regulating agency agrees upon a safe yield of the groundwater basin, and sets limits on the amount of water individual wells can withdraw.

The potential for utilizing reclaimed wastewater is another possible source of water. Although this water may not meet water quality standards for domestic use, its use for agricultural irrigation and dust abatement, could free up groundwater and State Water Project water for domestic use. The City itself does not treat wastewater and, therefore, does not have any direct capability to reclaim wastewater. The City could, however, cooperate with officials at the Lancaster Water Reclamation Plant to encourage the use of reclaimed water wherever it can be economically utilized. Currently, there are approximately 100,000-200,000 gallons of secondary effluent from the Lancaster Water Reclamation Plant that goes through tertiary treatment daily. A small portion of this water is reused, primarily as irrigation water at Apollo Park and by Nebeker Ranch for crop irrigation. In addition, tertiary treated wastewater is reused periodically by the Merco Construction Company, as well as a few private agricultural users.

G. AIR QUALITY PROGRAM

Generally air quality in the high desert and the City of Lancaster is good, with the exception of oxidants (ozone) and total suspended particulates which are consistently found to be above recommended levels. Along with the low cost of housing, the area's air quality is one of the reasons many new residents choose to relocate here. In addition, clean air is essential for military aeronautical operations in the Antelope Valley, since optical tracking devices and ground-mounted cameras depend on good visibility to function.

Air quality is closely related to the economics of the area in other ways. In recent years, Lancaster has become a commuter community. Long commutes are recognized as being a source of additional air pollutants. The City also realizes that auto emissions are not the only source of air pollution in the Antelope Valley. Fugitive dust is also a problem. It results from improper soil preparation, abandoned agriculture, and poor grazing practices and has been aggravated in recent years by drought conditions.

To protect air quality in Lancaster, the General Plan presents an Air Quality Program. Presented in the Plan for the Natural Environment and the Plan for Physical Mobility, this program implements the requirements of Regulation XV and AQMP Tier 1 Control Measures and contains specific actions for achieving the following objectives:

- Minimizing vehicular travel generated by new development through the promotion of efficiently arranged land uses, implementation of the goals and objectives described in the Plan for Economic Development and Vitality and the development of public transportation and alternative modes of transportation;
- Minimizing air pollution emissions generated by stationary sources through the implementation of energy conservation programs outlined in the Plan for the Natural Environment and mitigation of impacts to air resources resulting from new development;
- Protection of sensitive uses from the impacts of air pollution by ensuring that potential air pollution sources are located away from residential areas and other sensitive receptors.
- Mitigating construction activities to minimize fugitive dust by implementing the dust abatement procedures described in the Land Resources section of the Plan for the Natural Environment;
- Cooperating with regional agencies on air quality issues to maximize traffic flow improvements, monitor the impacts of sheep grazing, implement the provisions of the AQMP and increase public awareness of air quality issues.

To ensure the goals and objectives of the City's air quality program are being met, a Development Review Checklist will be used to evaluate individual projects. Information on individual projects will be aggregated during the annual general plan review so that the overall effectiveness of the air quality program can be evaluated. In this way the program can be modified annually.

The City of Lancaster's Air Quality Program represents a commitment by the community to protect air resources in the Antelope Valley. However, due to the regional nature of air resource management and the broad list of actions required to properly manage air quality, many of the actions described in the program require cooperation with other agencies. As a result the program's effectiveness will depend on the effectiveness, timeliness, and coordination of actions taken by the City and by other agencies.

H. HOUSING PROGRAM

The State Legislature has declared that "...the availability of housing is of vital statewide importance and the early attainment of decent housing and a suitable living environment for every California family is a priority of the highest order." The Legislature has further determined that local governments "...have a responsibility ... to make adequate provision for the housing needs of all economic segments of the community." The Housing Element is the instrument by which local governments demonstrate compliance with these legislative intents.

The State requirements for implementing these legislative intents are met in the City of Lancaster's Housing Program, which was reorganized as a separate element known as the "Housing Element", and adopted by the City Council on August 17, 1992.

I. ANNUAL GENERAL PLAN REVIEW

By definition, a general plan for any community needs to include policies which can be extended into the immediate and long-range future. It must be workable, but flexible. In the past, many communities spent several years updating their general plans only to find that a few months after adoption the documents were out-of-date, and the policies and implementation measures described in the plan were never executed.

To avoid this dilemma, the City of Lancaster elected to review its general plan annually. The purpose of the review is to evaluate how well the plan is actually working. The implementation of individual policies and specific actions are assessed. The annual review also gives the City a chance to reprioritize its specific actions, if necessary. Reassigning status, responsibility, or funding source priorities will be done as a ministerial action. As such, it will not be subject to CEQA. No public hearing will be required. To qualify as a ministerial action, priorities must be assigned in an objective manner, consistent with the goals and objectives of the City's General Plan.

Each specific action is assigned a priority which defines a general period during which the City intends to initiate the action. Completion dates will be determined once the individual actions are initiated. The annual General Plan review is intended to facilitate initiation of these specific actions by occurring in concert with the City's annual budget process. This will afford the city the opportunity to review and reprioritize its General Plan implementation program at the same time it reviews and determines priorities for its work program for the coming year.

Also, as part of the annual review, the existing General Plan data base will be reviewed to determine whether information received by the City during the previous year updates or revises data contained in the Lancaster State of the City Report. An index of such information will be maintained.

Because the policies of the Lancaster General Plan also function as the mitigation measure by which the City will manage future growth and change, the specific actions contained in the Plan function as the actions which will be taken to ensure that General Plan mitigation measures are, in fact, implemented. The annual General Plan review is therefore integral to the mitigation monitoring program required under the California Environmental Quality Act.

The annual review may also suggest opportunities for the need for City-initiated general plan amendments, or updates to the State of the City Report. The annual review, itself, may be prepared in a tabular format which can be easily updated each year.

I. INTRODUCTION

A. WHAT IS A GENERAL PLAN

The Lancaster General Plan can be described as the City's long-term outlook for the future. This view of the future is a compilation of a system of basic community values, ideals, and aspirations as to how its natural and manmade environments should be organized and managed. The plan identifies the types of development that will be allowed, the spatial relationships among land uses, and the general pattern of future development. All subdivisions, public works, redevelopment projects, zoning decisions, and other various implementation tools must be consistent with the General Plan. Thus, the General Plan not only functions as a guide to the type of community that is desired, but also provides the means by which the community may achieve that desired future.

B. LEGISLATIVE REQUIREMENTS

Although the general plan is a statement of local policy, the State of California establishes a framework to guide communities in the development of their plans. According to State guidelines, the role of the General Plan is to:

" ... act as a 'constitution' for development, the foundation upon which all land use decisions are to be based. It expresses community development goals and embodies public policy relative to the distribution of future land use, both public and private."

The guidelines further specify that the General Plan must serve to:

- Identify land use, circulation, environmental, economic, and social goals and policies for the City and its surrounding planning area as they relate to land use and development.
- Provide a framework within which the City's Planning Commission and City Council can make land use decisions.
- Provide citizens the opportunity to participate in the planning and decision making process affecting the City and surrounding planning area.
- Inform citizens, developers, decisions makers, and other agencies, as appropriate, of the City's basic rules which will guide development within the City and surrounding planning area.

According to the State guidelines, a city's general plan is the official policy regarding the location of housing, business, industry, roads, parks, and other land uses, protection of the public from noise and other environmental hazards, and for the conservation of natural resources. These may be addressed in the following mandatory components or "elements":

- *Land Use:* designates the proposed general distribution, location, and extent (including standards for population density and building intensity) of the uses of the land for housing, business, industry, open space, education, public buildings, solid and liquid waste disposal facilities, and other categories of public and private use.
- *Circulation:* correlates with the land use element and identifies the general location and extent of existing and proposed major thoroughfares, transportation routes, terminals, and other public utilities and facilities.
- *Housing:* is a comprehensive assessment of current and projected housing needs for all segments of the community and all economic groups. In addition, it contains standards and plans for the improvement of housing, and the provision of adequate sites for housing.
- *Conservation:* addresses the conservation, development, and management of natural resources.
- *Open Space:* details plans and measures for the preservation of open space for natural resources, the managed production of resources, outdoor recreation, and public health and safety, and the identification of agricultural land.
- *Noise:* identifies and appraises noise problems in the community, and evaluating if the noise levels or specific land uses are compatible.
- *Safety:* establishes policies and actions to protect the community from any unreasonable risks related to natural and man-made hazards. The safety element includes mapping of known seismic and other geologic hazards.

However, a general plan need not be organized into these seven elements, so long as the issues required by state law are discussed within the document. For many communities it may be preferable not to structure their general plans in this manner. The City of Lancaster faces a number of broad-reaching issues that cross the well-defined boundaries of the state mandated elements. To directly respond to these issues, the City chose a non-traditional method of organizing its plan, which first addresses five issue-related general plan strategies and then presents seven separate plan documents. Table I-1, below, shows how sections contained in the Lancaster General Plan generally correspond to the State's seven mandated elements.

**Table I-1
General Plan Correlation**

Lancaster General Plan	State Mandated Elements
The Plan For The Natural Environment	Conservation Element/Open Space Element
The Plan For Public Health and Safety	Noise Element/Safety Element
The Plan For The Living Environment	Housing Element; Optional Issues
The Plan For Physical Mobility	Circulation Element
The Plan For Physical Development	Land Use Element
The Plan For Economic Development and Vitality	Optional Issues
The Plan For Municipal Services and Facilities	Optional Issues

State law also allows jurisdictions to adopt a wide variety of additional elements covering subjects of particular interest to an individual community. In the Lancaster General Plan, nonmandated (optional) elements include:

- *The Plan For Municipal Services and Facilities* describes infrastructure and service providers and the future needs for such services and facilities. Specific topics include water facilities, wastewater facilities, flood control and drainage facilities, solid waste management, and public facilities and buildings. The City developed the Plan for Municipal Services and Facilities to ensure that public services could be provided to meet the demands of future growth.
- *The Plan For Economic Development and Vitality* analyzes the local economy and employment in the City. Specific topics include economic development, urban development, fiscal impacts of development, and development economic issues and options. Lancaster opted to include the Plan for Economic Development in the General Plan to establish policies and programs to guide the City to economic self-sufficiency.

The Lancaster General Plan is not only the collection of policies described in the elements above, but also contains a number of officially adopted maps. The text is organized to recognize the interrelationships among issues and to respond directly to the problems facing the City. The goals, objectives, policies, and specific actions are the heart of the General Plan and are defined as follows:

- *Goals* are statements of the City's ideal characteristics. They are long-term, representing basic community values. In addition to a general goal statement, each General Plan element contains its own goals related to its area of emphasis.

- *Objectives* serve to help determine the City's success in achieving its plans for the future based on the goals presented in each of the elements of the General Plan. Objectives are used to define the specific characteristics of identified goals, and serve as milestones. Objectives are generally presented as specific, quantifiable statements which can be used to determine achievement of goals.
- *Policies* serve as guidelines which the City will follow in attaining objectives. Policies serve as principles upon which the actions leading to completion of objectives, and therefore, the goals, will be based.
- *Specific Actions* are programs to be taken to implement identified General Plan policies. Specific actions are assigned to a particular city department for implementation, status, responsibility, priority, and funding sources. Each specific action is assigned a priority which defines a general period during which the City shall initiate the action. Completion dates will be determined once the individual actions are initiated. They are defined as follows:

Priority One	Initiate upon adoption of General Plan
Priority Two	Initiate within 6 to 12 months following General Plan adoption
Priority Three	Initiate within 1 to 3 years following General Plan adoption
Priority Four	Initiate within 5+ years following General Plan adoption
Ongoing	For programs already in existence

C. THE SCOPE OF THE LANCASTER GENERAL PLAN

In order to ensure that the City's General Plan addresses issues which may affect or be affected by areas outside of the existing City limits, a comprehensive General Plan Study Area has been established in accordance with Section 65300 of the California Government Code, which states:

"Each planning agency shall prepare and the legislative body shall adopt a comprehensive, long-term general plan for the physical development of the county or city, and of any land outside its boundaries which in the planning agency's judgement bears relation to its planning."

The Lancaster General Plan Study Area takes into consideration areas outside the City's current city limits, and even its sphere of influence, in recognition of the interrelationships between land use and other issues affecting the City of Lancaster and surrounding lands.

It is important that a General Plan establish local policy, while keeping in mind that the City of Lancaster is part of a larger region. Certain issues addressed in the General Plan, such as air quality and hazardous materials, have a local component, but are more readily addressed on a regional or countywide basis. In such cases, the task of this General Plan is to integrate the interests, values, and concerns of the people of Lancaster with regional and countywide policies. In addition, it is the purpose of the General Plan to provide a forum for the discussion and resolution of issues that cannot be solved by the City alone, but that require cooperative actions by a number of jurisdictions.

Finally, the General Plan recognizes that actions taken by the City of Lancaster pursuant to this document may have far-reaching effects on lands outside of the City, while actions taken by other agencies may have serious implications for the City. Thus, the plan provides for ongoing communications between the City of Lancaster and other agencies whose actions can affect and be affected by actions taken by the City.

The Antelope Valley is bounded by the Tehachapi Mountains to the northwest, and the foothills of the San Gabriel Mountains to the southwest. Lancaster is located in the central portion of the Antelope Valley in the northern portion of Los Angeles County, approximately 70 miles north of downtown Los Angeles (see Figure I-1). Immediately south of Lancaster is the City of Palmdale; the San Fernando Valley lies 60 miles to the south of Lancaster along Highway 14. The developing community of Rosamond in Kern County is located several miles to the north, while the lands to the east and west of the city are undeveloped and within unincorporated Los Angeles County.

The City of Lancaster adopted its first mandatory general plan in 1980. At that time, the area within the city limits comprised approximately 37 square miles and contained a population of 47,882 people. By 1988, the City's area had increased to 83 square miles, which now contained a population of 74,597. These significant changes necessitated a general plan update. The current general plan study area covers all areas within the Lancaster city limits and its sphere of influence. The study area was expanded west of 110th Street West to 190th Street West to include a proposed large development (California Springs), creating a total land area of approximately 335 square miles (see Figure I-2). Although the unincorporated lands outside of the City are regulated by Los Angeles County, State law permits jurisdictions to prepare plans for areas outside of their immediate jurisdiction if the areas have a direct relationship to its planning needs.

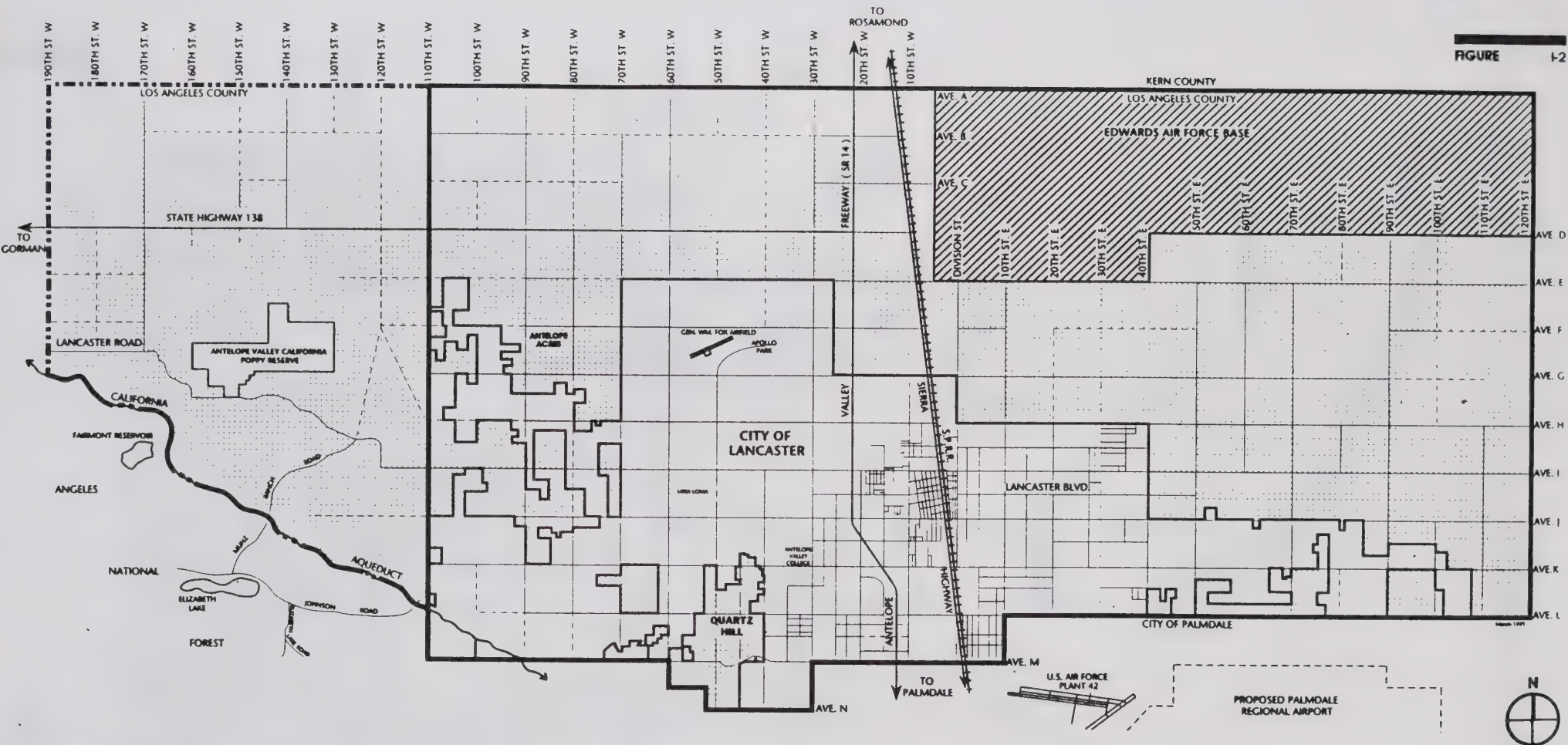
By definition, a general plan for any community needs to include policies which can be extended into the immediate and long-term future. Most cities rely on 15 to 25 years as the long-term planning horizon for the general plan. The Lancaster General Plan establishes the year 2010 as the benchmark date for the preparation of general plan policy. More importantly, the Lancaster General Plan establishes policies for the ultimate buildout of the study area, thereby creating the framework upon which future general plan reevaluation can be based.

Under State law, the Housing Element, which is contained primarily in the Plan for the Living Environment, represents a short-term program which must be reevaluated every five years. Other elements are routinely reviewed and revised as new information becomes available or as community values or attitudes change. This generally occurs every four to five years.

D. GENERAL PLAN PREPARATION PROCESS

There were seven (7) phases to the Lancaster General Plan:

- preparation of the Community Issues Report,
- data collection, research, and analysis,
- structuring and evaluating alternative plan scenarios,
- forming goals and objectives,
- composing the General Plan elements,
- compiling the Master Environmental Impact Report, and
- adoption of the General Plan and the Master Environmental Impact Report.



PLANNING NETWORK

- CITY BOUNDARY
- INCORPORATED AREA
As of October, 1990
- SPHERE OF INFLUENCE BOUNDARY
- EXPANDED STUDY AREA

- UNINCORPORATED
- EDWARDS AIR FORCE BASE

SOURCE: City of Lancaster Planning Department

AREA CONTEXT

CITY OF LANCASTER GENERAL PLAN



The public plays an important role in both the preparation and implementation phases of the General Plan. Citizens must be involved with issues identification and goals formation to ensure that the General Plan reflects community goals and objectives. The City made every effort to consult the public and various civic and professional organizations during the plan preparation stage. The results of this consultation are presented in a separate document, the Community Issues Report. Additional public involvement was also encouraged through the public hearing process.

To assist during the initial phases of the General Plan, the City Council appointed a Planning Advisory Committee (PAC) which was composed of citizens from the area. This committee developed alternative land use scenarios with input from the public. Citizen groups and individuals participated in the preparation of the General Plan through a series of General Plan Advisory Committee workshops, the use of a survey, and other public meetings and workshops.

In 1989, the City Council set up the Public Facilities Task Force to allow builders, utility representatives, and government officials to pool their information on managing local growth. It was comprised of representatives from local gas and electric companies, the Los Angeles County sheriff's and fire departments, local hospitals, schools, and water agencies. The goals of the Task Force included allowing agencies the opportunity to address growth related problems and to establish a liaison between these agencies and the City during the General Plan process. Information from the meetings was given to the Planning Advisory Committee, and is part of the General Plan.

Finally, the Draft General Plan and its supporting documents underwent rigorous review at public hearings held before the Lancaster Planning Commission and City Council. At that time, the appointed and elected officials heard public testimony concerning the adequacy of the Draft General Plan.

E. INTERPRETING THE GENERAL PLAN DOCUMENT AND LAND USE MAP

To ensure that the entire General Plan works together as an integrated and cohesive policy statement, California Planning Law's basic general plan provides:

"...the Legislature intends that the general plan and elements and parts thereof comprise an integrated, internally consistent and compatible statement of policies for the adopting agency."

Data, assumptions, and projections must be consistent throughout the document. This internal consistency also requires that no policy conflicts may exist between the components of an otherwise complete and adequate general plan, and diagrams are consistent with policies and standards in the text.

To make the General Plan effective, it is necessary to provide specific, realistic implementation measures. The Lancaster General Plan contains many specific actions to implement policies. These actions are prioritized in the plan and the mitigation monitoring section of the Environmental Impact Report.

Land use designations are found on the adopted land use map and are defined in the Plan for Physical Development. The type of land use was determined through the general plan process. The designation, however, must be consistent with the intent of the general plan. Land uses must be compatible and not create undue hazards for residents.

F. AMENDING THE GENERAL PLAN

The Lancaster General Plan is a dynamic document, based on conditions, policies, and community values expressed at a particular moment in time. Since these things are continually changing, local governments must continually monitor the relevance of their plans to ensure that they remain in touch with their evolving communities. State law permits up to four general plan amendments per year (Government Code Section 65358 [b]). In most cities, the majority of amendments propose a change in land use designation of a particular property.

In the City of Lancaster, there is a formal procedure for regularly monitoring the effectiveness of the general plan, as well as an annual review of the plan. The review takes into account the availability of new implementation tools, changes in the availability of funding sources, and feedback from the plan monitoring activities. The annual review procedure will facilitate update and revision to the timing, funding source, and responsibility for implementation of the specific actions intended to be taken to implement the General Plan. Such revisions to the General Plan's specific actions may be taken without the need for a formal General Plan Amendment provided that the proposed change is ministerial in nature, and does not require a discretionary action.

At least once every five years, the City should thoroughly review its entire general plan and revise the document as necessary. The State law actually requires every city and county to evaluate its housing element as frequently as necessary and to revise the element, as appropriate, no less than every five years. Generally, local governments may not amend any one of the mandatory elements of the general plan more than four times in one calendar year. However, this limitation does not apply to:

- optional elements;
- amendments requested and necessary for affordable housing;
- any amendment necessary to comply with a court decision in a case involving the legal adequacy of the general plan;
- amendments after January 1, 1984, to bring a general plan into compliance with an airport land use plan;
- amendments needed in connection with adoption of a comprehensive development plan under the Urban Development Incentive Act.

G. GENERAL PLAN AND RELATED DOCUMENTS

1. GENERAL PLAN

This document, the General Plan, is a policy statement to guide future growth. It presents the issues which face the City of Lancaster as well as the goals, objectives, policies, and specific actions which the City will pursue to resolve those issues. It is divided into nine sections, each of which are described below:

- *Preface -- Primary General Plan Strategies:* focuses on five broad issues facing the City and presents comprehensive programs to address each of these issues.

- *Introduction:* provides a brief description of what makes up a general plan, the legislative regulations the document must comply with and the scope of the plan. This chapter also includes a discussion of the general plan preparation process and a description of how it may be interpreted or amended.
- *Plan for the Natural Environment:* addresses the use and management of natural resources and open space lands within the General Plan study area.
- *Plan for Public Health and Safety:* consists of an evaluation of natural and man-made hazards faced by Lancaster residents and businesses and provides a program to reduce associated risks.
- *Plan for the Living Environment:* contains plans and programs for the provision of quality living environments. It addresses not only housing but also parks, recreation and other community services.
- *Plan for Physical Mobility:* focuses on transportation issues -- how goods and people move within the study area.
- *Plan for Municipal Services and Facilities:* addresses the services and facilities needed to support existing and future residential, commercial, and industrial development within the study area.
- *Plan for Economic Development and Vitality:* outlines the ways in which the community is striving for economic self-sufficiency, and presents a program to facilitate those efforts.
- *Plan for Physical Development:* focuses on the organization of the City's physical environment into a local, functional, and aesthetic pattern consistent with community values. These policies and programs are illustrated on the General Plan Land Use Map.

To assist the reader in understanding and using this document, each of the plans described above includes the following three sections:

- *Introduction:* a brief overview of the purpose and structure of the chapter.
- *Issues, Opportunities and Findings:* a summary of the issues and opportunities which provided the basis for the policy section of the plan.
- *Goals, Objectives, Policies, and Specific Actions:* a presentation of the specific directives that the City will use to guide new development, maintain the environment and define the future character of the community.

2. RELATED DOCUMENTS

The General Plan is a policy statement. It is accompanied by four supplementary documents. These four documents include:

- (1) The City of Lancaster State of the City Report;
 - (2) The City of Lancaster General Plan Environmental Impact Report and Mitigation Monitoring Program;
 - (3) The City of Lancaster Housing Element; and
 - (4) The City of Lancaster Community Issues Report.
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PLAN FOR THE NATURAL ENVIRONMENT

II. PLAN FOR THE NATURAL ENVIRONMENT

INTRODUCTION

The Plan for the Natural Environment is intended to evaluate the natural and man-induced environments within the Lancaster General Plan study area. This plan focuses on those resources suitable for certain levels of maintenance and protection, as well as their limitations for rural or urban use. Overall, the Plan for the Natural Environment provides a management program for those resources consistent with community values, and ensures that the City of Lancaster is an active participant in the management of the Valley's resources. The management program outlined in the Plan for the Natural Environment is aimed at balancing demands for new urban and rural development within Lancaster with the desire of residents to retain the open character of the General Plan study area.

Major sections within the Plan for the Natural Environment are:

- Water Resources
 - Air Resources
 - Biological Resources
 - Land Resources
 - Energy Resources
 - Mineral Resources
 - Scenic Resources
-

ISSUES, OPPORTUNITIES, AND FINDINGS

- WATER RESOURCES

- ◇ Water resources are reported to be adequate to sustain approximately twenty years of growth (through 2010). However, buildout of the General Plan study area will not occur until long after that. Therefore, to protect the opportunities for long-term growth, supplemental water sources will need to be developed.
- ◇ Currently, water demands in the Antelope Valley are greater than the natural recharge capacity of the groundwater basin and overdrafting has occurred.
- ◇ Since no new recharge facilities have been proposed and Lancaster is expected to experience considerable residential, commercial and industrial growth, the likelihood of continued overdrafting of the groundwater basin will increase.
- ◇ Lancaster residents' present per capita rate of water consumption is almost twice the rate found in other non-desert Southern California communities.
- ◇ In response to increased demand and the limited existing water supply, investigation of a number of supplemental water sources will be necessary, including: conservation, wastewater reclamation, and importation and injection of water into the groundwater basin during "wet" years.
- ◇ The City has adopted a Water Conservation Program. The goal of this program is to reduce water consumption in the City of Lancaster by providing and maintaining public awareness of water issues; increasing efficiency of water use for City facilities; and implementing standards to ensure water conservation in commercial, industrial, and residential development.
- ◇ Lancaster residents have expressed concern about a number of water-related issues including the need for expanded flood control protection and a provision for emergency water supplies.

- AIR RESOURCES

- ◇ The issue of air quality is important to many residents, primarily because of its direct correlation to the growth issue. One of the reasons many new residents moved to the Antelope Valley was to escape smog and congestion in the Los Angeles basin.
- ◇ While there is some beneficial affect on air quality if Lancaster diminishes its growth rate, this stance does not recognize the regional nature of air pollution and fails to consider the consequences of a "no-growth" policy.
- ◇ Also of concern is the impact of smog on the aerospace industry. The activities of Edwards Air Force Base are dependent on high visibility.

- LAND RESOURCES

- ◊ Preservation of Desert Woodlands within the General Plan study area is an issue not only of biological concern but also one of open space.
- ◊ Another issue of concern is the development of foothill areas. Some residents want these areas preserved for future development and others are interested in designating them for the development of larger view lots.
- ◊ The Lancaster area's topography, along with the views of the buttes and distant mountains, provide identity to the community. However, local topography may limit the development of individual sites.
- ◊ Shrink/swell potential of soils and the shallow bedrock found in some locations can limit development. In addition, grading associated with development could result in erosion.
- ◊ Soils in the western portion of the study area generally have slight limitations for septic fields. Large areas of soils with severe limitations on septic tank use are found in the center of the study area. To the north, soils have moderate limitations. In the center of the study area west of the Sierra Highway, there are severe limitations, while soils to the east of Sierra Highway are generally moderately unsuitable.
- ◊ Portions of the City, as well as areas throughout the Antelope Valley, have experienced various degrees of soil subsidence. In some areas, subsidence and sinking soils present significant limitations to development.
- ◊ Farming operations still existing in the study area should be protected for as long as they continue to be economically viable.

- ENERGY RESOURCES

- ◊ Southern California Edison and Southern California Gas Company have indicated that they plan, and are able to meet the growing energy needs of the City of Lancaster.
- ◊ Although in some communities regional electric transmission lines have created barriers and resulted in an urban "no-man's-land", in other communities they have been developed as linear parks or used privately for nurseries and landscape storage.
- ◊ Because of its climate, Lancaster has unique opportunities to utilize alternative energy sources and to implement energy conservation measures in new development.
- ◊ Land use and circulation policies can promote energy conservation by creating communities that can be efficiently served by public transportation and where people can work and shop in close proximity to their homes.

- ◇ Air quality is closely related to the economics of the area. In recent years, Lancaster has become a commuter community. Long commutes are recognized as being a source of additional air pollutants, and many residents believe that encouraging clean industry to locate in the area will reduce auto emissions and improve air quality.
- ◇ To implement the South Coast Air Quality Management Plan, the City needs to implement measures that reduce both vehicle trips and vehicle miles traveled.
- ◇ By attracting new industry to the area, the City can reduce commuter trips and related air emissions. However, the effectiveness of reducing pollutants in this manner could be negated by introducing new local pollution sources to the Antelope Valley.
- ◇ Auto emissions are not the only source of air pollution. Fugitive dust is also a problem, and results from improper soil preparation, development, abandoned agriculture, and poor grazing practices. The situation has been aggravated in recent years by drought conditions.

• **BIOLOGICAL ISSUES**

- ◇ The Lancaster study area contains important biological resources, including both sensitive plants and animals, that should be protected or preserved. A successful program should include: 1) identification of all significant resources; 2) development of strategies to preserve the resources; 3) implementation of maintenance and ongoing protection programs; and 4) coordination of educational programs to foster public support for preservation.
- ◇ Desert woodlands, especially areas of prime growth, need to be preserved and protected from human disturbance.

As a symbol of the Antelope Valley, the Joshua tree is an important species of desert plant. Recent amendments to the City zoning ordinance designed to protect the Joshua Tree have not been effective. Although under the currently existing legislation, the trees are not removed when an area is developed, in many instances they end up isolated in backyards or on undivided lots. The regulations need to be reevaluated to ensure not only that the trees are not removed, but that they are maintained in an appropriate desert setting that makes sense as a preservation effort.
- ◇ Little Rock Wash is an important example of a desert wash environment. Alkali sinks are unique desert resources that should also be identified and preserved to some extent, possibly in conjunction with other established preserve areas. The Poppy Preserve provides critical habitat for sensitive desert reptiles, mammals, and raptorial birds.
- ◇ Apollo Park, Piute Ponds on Edwards AFB, Rosamond Lake, and other localized bodies of permanent water, provide isolated riparian habitat.

- MINERAL RESOURCES

- ◊ There are potential, but presently unidentified, mineral deposits within the southern and western portions of the study area. In the event that these areas are annexed to the City, the Mineral Resource Zones (MRZ) will be protected.

- SCENIC RESOURCES

- ◊ Maintaining views of the mountains and the desert scenes has been identified by local residents as important in defining community identity.
-

GOALS, OBJECTIVES, POLICIES, AND ACTIONS

Goal 3

To identify limits on the natural resources needed to support existing and future development within the City and its sphere of influence, and ensure that these resources are managed and protected.

WATER RESOURCES

One of the fundamental long-term constraints for urban and rural development in the Antelope Valley is the availability and quality of water. Presently, Lancaster depends on local groundwater supplies and importation of water from outside the area. Since water use is greater than local supply, overdrafting of the groundwater basin has occurred. With the projected growth of the City, corresponding increases in demand are anticipated. Present local groundwater supplies and commitments for water import appear adequate to sustain growth through the year 2010. In this situation, water quantity and quality become one of the basic growth issues facing the City.

This section focuses on actions which must be taken to ensure the continued supply of water needed to support both present and future development in Lancaster through the year 2010 and beyond. The following program was adopted to protect the City's water supply, to explore opportunities for expanding existing sources and develop new sources.

Objective 3.1 Protect, maintain, and expand groundwater supplies to meet present and future urban and rural needs.

Policy 3.1.1: Ensure that urban development does not adversely affect the groundwater basin.

Specific Actions:

3.1.1(a) Work with Los Angeles County to require that all development projects within the City and its sphere of influence comply with discharge permit requirements established by the Regional Water Quality Control Board.

STATUS:	New program.
RESPONSIBILITY:	Public Works Department.
TIME FRAME:	Priority 3.
FUNDING SOURCE:	Development review fees.

3.1.1(b) Through the development review process, evaluate proposals to identify potential negative impacts on existing watershed areas, and to ensure inclusion of appropriate mitigation measures.

STATUS:	New program.
RESPONSIBILITY:	Community Development Department and Public Works Department.
TIME FRAME:	Priority 3.
FUNDING SOURCE:	Developmental fees.

3.1.1(c)

To minimize the impact of introducing impervious surfaces in new development, review and revise as necessary zoning and subdivision ordinance provisions related to maximum building and parking area coverage.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

3.1.1(d)

To ensure that land use changes will not increase the demand on the local groundwater basin, the applicants for all General Plan and zoning ordinance amendments shall provide a factual statement of:

- *Current Water Demand:* the amount of water necessary to support development under the existing general plan and zoning designations;
- *Proposed Water Demand:* the amount of water necessary to support development under the proposed general plan and/or zoning designations;
- *Potential Conservation:* the amount of water that can be conserved by application of water conservation techniques in the proposed project; and
- *Water from New Sources:* the amount of water from new sources that can be specifically committed to this project.

STATUS: New program.
RESPONSIBILITY: Applicant, or Developer as required by the Community Development Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Development review fees.

3.1.1(e)

Working with local water agencies, investigate the feasibility of transferring water development rights from one parcel to another.

STATUS: New program.
RESPONSIBILITY: Community Development Department and Public Works Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets and development fees.

Policy 3.1.2: Promote efforts to exert greater City control over the existing water supply and to explore potential new sources.

Specific Actions:

3.1.2(a) Determine the desirability of adjudication of the local groundwater basin as a means of protecting the groundwater basin from future overdrafting. See also Specific Action 15.1.2(a).

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

3.1.2(b) Cooperate with area water agencies and the proposed regional study to investigate the quality and quantity of groundwater in the Antelope Valley and to provide a program to manage the use and quality of the basin.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

3.1.2(c) In conjunction with local water purveyors, investigate the possibility of receiving additional AVEK water during "wet" years to store in the aquifer for use during dry cycles.

STATUS: New program.
RESPONSIBILITY: Engineering, Public Works Departments.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

3.1.2(d) Work with Los Angeles County to ensure that individual wells are permitted only if it can be proven that an adequate supply of good quality water is available; restrict use of individual wells to areas where it is not feasible to connect to the community water system.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Developmental fees.

3.1.2(e) Support the efforts of local water purveyors to initiate efforts to increase the portion of AVEK water available to residents and businesses in the General Plan Study area.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department, Administration.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

3.1.2(f) Meet on an annual basis with AVEK to review new technologies to expand available water resources. Technologies may include, but shall not be limited to, importation, desalinization, and conservation. Consider incorporating applicable new technologies into the development review process and general City operations.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Public Works
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budgets.

Policy 3.1.3: Encourage the use of reclaimed water and tertiary wastewater for irrigation and other non-contact uses.

Specific Actions:

3.1.3(a) Cooperate with the Los Angeles County Sanitation District to develop programs for using reclaimed water and tertiary wastewater for landscape irrigation and other non-contact uses. See also Specific Action 15.1.2(b).

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

3.1.3(b) Implement the policies and programs designed to encourage use of reclaimed water and tertiary wastewater as presented in the Wastewater Facilities section of the Plan for Municipal Services. (For implementation information, see specific actions listed in the section referenced.)

WATER CONSUMPTION

Currently Lancaster residents consume considerable quantities of water. The average per capita figure for water consumption in the City is 415 gallons per day, compared to 200 gallons per day in communities found in other, non-desert areas of southern California. Recognizing that water conservation and reuse can be used to accommodate the growing demand for water, the City of Lancaster has adopted the program outlined below.

Objective 3.2 Reduce the rate of water consumption in the City of Lancaster.

Policy 3.2.1: Promote the use of water conservation measures in the landscape plans of new developments.

Specific Actions:

- 3.2.1(a) Revise the City zoning ordinance to mandate the use of drought-tolerant and low water using plants in projects, subject to development review, consistent with the Department of Parks, Recreation and Arts overall strategy for water conservation and recent State legislation.

STATUS: New program.
RESPONSIBILITY: Community Development
 Department, and Department of
 Parks, Recreation and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

- 3.2.1(b) As part of the development review process, evaluate the plants selected in landscape plans to assess their water usage. Encourage and mandate, where appropriate, the use of drought-tolerant or low water using species.

STATUS: Existing program.
RESPONSIBILITY: Community Development
 Department, and Department of
 Parks, Recreation and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

- 3.2.1(c) Prepare and distribute an approved plant list of drought-tolerant and low water using species for distribution to designers of project landscape plans.

STATUS: Existing program.
RESPONSIBILITY: Community Development
 Department, and Department of
 Parks, Recreation and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

- 3.2.1(d) Revise development related codes to require landscape plans to incorporate water conservation techniques into irrigation system design. Mulching, drip irrigation systems, soil moisture sensors and automatic irrigation systems are a few methods of increasing irrigation efficiency.

STATUS: New program.
RESPONSIBILITY: Community Development
 Department, and Department of
 Parks, Recreation and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

3.2.1(e) As part of the development review process, evaluate the efficiency of proposed irrigation systems to assess water usage. Require installation of water-saving irrigation systems.

STATUS: New program.
RESPONSIBILITY: Community Development Department, Public Works Department, and Department of Parks, Recreation and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

3.2.1(f) Prepare a list of methods to increase the efficiency of irrigation systems for distribution to designers of project landscape plans.

STATUS: New program.
RESPONSIBILITY: Community Development Department, Public Works Department, and Department of Parks, Recreation and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

3.2.1(g) As a condition of tentative map approval for new single family residential subdivisions, encourage and/or require developers to provide new owners with information on landscaping with drought tolerant and low water using plants and to landscape all model homes with drought tolerant and low water using species consistent with State legislation.

STATUS: New program.
RESPONSIBILITY: Community Development Department, Department of Parks, Recreation and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

Policy 3.2.2: Consider the potential impact of new development projects on the existing water supply.

Specific Actions:

3.2.2(a) As part of the CEQA review process, evaluate potential water consumption of proposed uses which consume very large quantities of water, considering ways in which water usage can be reduced and applying appropriate mitigation measures.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

3.2.2(b) Ensure that any proposed increase in General Plan land use intensity and any proposed development subject to Policy 18.2.4 does not reduce water supply available to future development.

STATUS: New program.
RESPONSIBILITIES: Community Development
Department, Public Works
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Development review fees.

Policy 3.2.3: Encourage incorporation of water-saving design measures into existing developments.

Specific Actions:

3.2.3(a) Coordinate with water providing agencies serving the Lancaster study area to establish possible rebate programs for property owners who upgrade defective plumbing based on the availability of State and Federal funding.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Public Works
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: State and federal funds,
Department budgets.

3.2.3(b) Encourage water purveyors to revise water rates to provide lower rates or other incentives to customers who install water conservation measures.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Public Works
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

3.2.3(c) Where feasible, require property owners remodelling kitchens and bathrooms to install water conserving fixtures.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 3.
FUNDING: Department budget.

Policy 3.2.4: Implement the public information/education component of the City's Water Conservation Program in order to develop and maintain public sensitivity to water conservation issues and to encourage voluntary compliance with programs designed to reduce water consumption.

Specific Actions:

3.2.4(a) Produce water conservation publications for distribution to Lancaster residents. These publications should address such topics as turf watering, xeriscape plant materials, home landscape design recommendations, irrigation systems and general awareness of water conservation issues.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks, Recreation and Arts, Public Information Officer.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

3.2.4(b) Provide water conservation information in the *Outlook*. Topics to be addressed could include general awareness information along with notice of community seminars and public service programs. Articles could also describe the success of specific water conservation efforts to reduce consumption.

STATUS: Existing program.
RESPONSIBILITY: Public Information Officer, Department of Parks, Recreation and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

3.2.4(c) Work with other local agencies to develop a concept for a water conservation lecture program to be presented to schools and community organizations.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks, Recreation and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

3.2.4(d) Maintain, in conjunction with area water purveyors, a water conservation hotline for information and reporting of excess water usage.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks, Recreation and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

3.2.4(e) Continue voluntary water conservation programs in local restaurants.

STATUS: Existing program.
RESPONSIBILITY: Public Information Officer and Department of Parks, Recreation, and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

3.2.4(f) Facilitate public information seminars with other agencies

STATUS: Existing program.
RESPONSIBILITY: Department of Parks, Recreation and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

3.2.4(g) Develop a community landscape award program that focuses on reduction of water consumption.

STATUS: New program.
RESPONSIBILITY: Department of Parks, Recreation and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

Policy 3.2.5: Promote the use of water conservation measures in the design of new developments.

Specific Actions:

3.2.5(a) Revise plumbing codes to include requirements for interior water conservation measures.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

3.2.5(b) Prepare a list of interior water conservation measures for distribution to building designers. The list should contain measures specifically applicable to the Antelope Valley.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

Policy 3.2.6: Provide water conservation leadership by example through implementing the Water Management at City Facilities Component of the City's Water Conservation Program.

Specific Actions:

3.2.6(a) Update Departmental Policies and Plant Palette to facilitate water conservation in areas maintained by the City.

STATUS: New program.
RESPONSIBILITY: Department of Parks,
Recreation and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

3.2.6(b) Develop short and long range plans for increased efficiency of irrigation, including technological systems. The findings could be presented to the public in the *Outlook*.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks,
Recreation and Arts, Public
Information Officer.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

3.2.6(c) Provide training to supervisory and line personnel on policy implementation and monitoring of water use.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks,
Recreation and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

3.2.6(d) Implement demonstrations of xeriscape, drought tolerant landscaping, etc. in areas of new park development.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks,
Recreation and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

AIR RESOURCES

Generally, air quality in the high desert and the City of Lancaster is good, with the exception of oxidants (ozone) and total suspended particulates (both TSP and PM-10). Along with the low cost of housing, clean air is one of the reasons many new residents choose to relocate here. In addition, good air quality is essential for military aeronautical operations in the Antelope Valley, since optical tracking devices and ground-mounted cameras depend on good visibility to function.

This section focuses on action which will be undertaken by the City of Lancaster to protect local air quality pursuant to the air quality management strategy described in the General Plan introduction. However, due to the regional nature of air resource management and the broad list of actions required to properly manage air quality, many of the actions described herein require cooperation with other agencies. As a result, the program's effectiveness will depend on the effectiveness, timeliness, and coordination of actions taken by the City of Lancaster **and** by other agencies.

Objective 3.3 Preserve acceptable air quality by striving to attain and maintain national and state air quality standards.

Policy 3.3.1: Minimize the amount of vehicular travel generated by new development.

Specific Actions:

3.3.1(a) To minimize vehicular travel and associated air emissions, promote a pattern of land uses which locates residential uses in close proximity to employment and commercial services by implementing the policies and programs as specified in other sections. (For implementation information, see specific actions listed in the section referenced.)

3.3.1(b) To minimize vehicular travel and associated air emissions, reduce the average commute length by implementing the policies and programs in the Plan for Physical Development which designate lands for the development of new uses which will increase the jobs/housing balance and reduce the number of vehicle miles travelled. (For implementation information, see specific actions listed in the section referenced.)

3.3.1(c) To minimize vehicular travel and associated air emissions, reduce the average commute length by implementing the policies and programs described in the Plan for Economic Development which encourage new businesses and industries to locate in the Antelope Valley thereby increasing the jobs/housing balance and reducing the number of vehicle miles travelled. (For implementation information, see specific actions listed in the section referenced.)

3.3.1(d) Encourage the promotion of trip reduction and traffic mitigation measures for home-to-work trips as specified by the Southern California Air Quality Management Plan.

STATUS:	Existing program.
RESPONSIBILITY:	Community Development Department and Public Works Department.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Department budgets.

3.3.1(e) Encourage support for State legislative measures which provide incentive measures to stimulate and increase the use of vanpools for major employers for work-related trips.

STATUS: New program.
RESPONSIBILITY: City Administration.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

Policy 3.3.2: Facilitate the development and use of public transportation and travel modes such as bicycle riding and walking.

Specific Actions:

3.3.2(a) Implement the policies and programs described in the Public Transit and Hiking, Riding, and Bicycling sections of the Plan for Physical Mobility and the Plan for the Living Environment, including:

- Revision of zoning ordinance parking standards to include requirements for bicycle and motorcycle parking.
- Revision of zoning ordinance parking standards to require the provision of spaces for vanpool or carpool vehicles.
- Revision of design standards to include provisions for pedestrian access and shelters and turnouts for public transportation.
- Grouping residential and commercial uses.
- Distribution of information on public transit alternatives and their routes.
- Encouraging the establishment of transit links to major employment centers, such as the San Fernando Valley and Los Angeles.

(For implementation information, see specific actions listed in the section referenced.)

3.3.2(b) Include park and ride facilities as part of Plan for Physical Mobility policies and actions related to the financing and construction of roadway and highway improvements. (For implementation information, see specific actions listed in the section referenced.)

3.3.2(c) Provide information to the public on transit opportunities, vanpool and carpool programs through the *Outlook*.

STATUS: New program.
RESPONSIBILITY: Public Information Officer.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

3.3.2(d) Consider providing incentives to the private sector that encourage implementation of AQMD air quality programs, such as infrastructure improvements in redevelopment areas, small business development programs, and loan programs to assist in implementing emissions reducing measures such as flex-time, bicycle facilities, and use of public transportation.

STATUS: New program.
RESPONSIBILITY: Community Development Department, Lancaster Redevelopment Agency, Economic Development Corporation.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

3.3.2(e) Design water conserving streetscape improvements and other amenities to encourage pedestrian activity and transit ridership in key City areas to reduce vehicular travel and associated air emissions.

STATUS: New program.
RESPONSIBILITY: Community Development Department, Department of Parks, Recreation and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

Policy 3.3.3: Minimize air pollutant emissions generated by new and existing development.

Specific Actions:

3.3.3(a) Reduce the air pollutants generated by new and existing development through the implementation of the energy conservation programs outlined in the Energy section of the Plan for the Natural Environment. (For implementation information, see specific actions listed in the section referenced.)

3.3.3(b) To ensure achievement of the goals of the AQMD, strive to minimize vehicle miles travelled by increasing the jobs/housing balance reducing the outward commute, while implementing other related policies and programs described in the Plan for Economic Development and Vitality. (For implementation information, see specific actions listed in the section referenced.)

3.3.3(c) Through the environmental review process, evaluate proposed land uses which could contribute significantly to air quality degradation (heavy manufacturing, e.g.), and require mitigation measures to reduce their emissions; or if the impacts cannot be mitigated, prohibit their development.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

3.3.3(d) Implement the dust abatement procedures described in the policies and programs of the Land Resources section of the Plan for the Natural Environment. (For implementation information, see specific actions listed in the section referenced.)

3.3.3(e) Through the environmental review process, evaluate the air emissions of industrial uses to ensure that they will not negatively affect adjacent or surrounding uses. If significant impacts are identified, require that appropriate mitigation measures be implemented.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

Policy 3.3.4: Protect sensitive uses, homes, schools and medical facilities, from the impacts of air pollution.

Specific Actions:

3.3.4(a) Ensure that potential air pollution sources are located away from residential areas and other sensitive receptors through the implementation of the policies described in the Land Use section of the Plan for Physical Development. (For implementation information, see specific actions listed in the section referenced.)

Policy 3.3.5: Cooperate with other agencies to protect air quality in the Antelope Valley

Specific Actions:

3.3.5(a) Work cooperatively with California Department of Transportation traffic engineers to maximize traffic flow improvements where state highways transition into the City's street system.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

- 3.3.5(b) Coordinate with the County of Los Angeles and Soil Conservation District to monitor the impacts of sheep grazing within the City limits of Lancaster.
- STATUS: Existing program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budget.
- 3.3.5(c) Implement, as feasible, programs addressing the comprehensive issues discussed in SCAQMD's AQMP to the greatest extent possible.
- STATUS: Existing program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budget.
- 3.3.5(d) Since the success of the AQMP is based on a partnership between AQMD and local governments, participate in AQMD rule-making process and attend workshops to keep abreast of new air quality regulations.
- STATUS: Existing program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budget.
- 3.3.5(e) Monitor the revision of the Air Quality Management Plan (AQMP) and implement new policies of the plan to reduce emissions in the Antelope Valley.
- STATUS: Existing program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budget.
- 3.3.5(f) Increase public awareness of air quality issues through an outreach program in the community. Use community programs to disseminate information, obtain feedback, and generate additional ideas.
- STATUS: New program.
 RESPONSIBILITY: Community Development Department, Public Information Office.
 TIME FRAME: Priority 3.
 FUNDING SOURCE: Department budgets.

3.3.5(g) Subscribe to the SCAQMD's three quarterly newsletters that deal with air quality issues.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

3.3.5(h) Consult with AQMD in reviewing the air quality analysis in environmental impact reports, developing ordinances, and obtaining smog episode information.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

BIOLOGICAL RESOURCES

The Antelope Valley represents a unique biological environment on the edge of the Mojave Desert and adjacent to the San Gabriel Mountains. Until recently, the area has been largely undeveloped, or has supported agricultural activities. Existing and increasing urbanization will place additional pressures on the biological resources in this environment. In the past, federal, state, and local policies have been directed toward protecting individual plant or animal species, rather than the biological system in which they live.

This section outlines a comprehensive program designed to preserve and protect important biological resources in the Lancaster study area. Such management of biological resources is a critical part of establishing and maintaining a unique character and identity for the City of Lancaster.

Objective 3.4 Identify, preserve and maintain important biological systems within the study area, and educate the general public about these resources, which include the Joshua Tree - California Juniper Woodlands, areas that support endangered or sensitive species, and other natural areas of regional significance.

Policy 3.4.1: Ensure the comprehensive management of programs for significant biological resources that remain within the General Plan study area.

Specific Actions:

3.4.1(a) Cooperate with federal, state and local agencies in developing the West Mojave multi-species habitat conservation plan.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

3.4.1(b) Initiate areawide studies to identify sensitive plants and animals within the study area.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

3.4.1(c) In consultation with appropriate federal and State agencies, develop a comprehensive management program for significant biological resources to include areas identified by Los Angeles County as Significant Ecological Areas (SEAs) within the city limits.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

3.4.1(d) Consider designation of environmentally sensitive areas as future park sites or open space resources and pursue acquisition of these sites.

STATUS: New program.
RESPONSIBILITY: Community Development
Department and Department of
Parks, Recreation and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Impact and/or in lieu fees.

Policy 3.4.2: Protect areas designated as Prime Desert Woodlands by the following means, in priority order, in accordance with the availability of resources and enabling ordinances:

- Fee simple acquisition of the subject parcel by the City.
- Acquisition by allowing a property owner to transfer or sell the development rights of the property for use in the development of other urban sites (see Action 3.4.2.(b)).
- Acquisition through dedication by the developer by allowing development of up to 50 percent of the parcel (see Action 3.4.2(b));
- Preservation through creation of a private preserve by allowing development of up to 50 percent of the parcel, depending on the quality and quantity of Prime Desert Woodland resources present on the site (see Action 3.4.2(b)).

Specific Actions:

3.4.2(a) Review the Vegetative Management and Prime Desert Woodland ordinances and programs as necessary to:

- assess the success of these programs to date;
- identify lands that could potentially be included in these areas;
- propose changes or additions to these programs necessary to meet their stated goals.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

3.4.2(b) Investigate the feasibility of an ordinance allowing the transfer of development rights from Prime Desert Woodland sites to other urban sites within the City. Also examine the potential for additional incentives to encourage such action which may be applied to this concept.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

3.4.2(c) Ensure that development of property within the Prime Desert Woodland is in accordance with the following conditions and standards:

- The City of Lancaster must first determine that it is unable or unwilling to purchase the property for preservation;
- There is no established mechanism for the transfer of development rights to other urban sites in the City or such transfer is infeasible or undesirable;
- Residential or commercial developments, any portion of which are proposed within Prime Desert Woodlands, shall be prepared as Residential or Commercial Planned Developments (RPD or CPD). All such proposals shall adhere to the following standards:
 - The underlying zoning shall determine the number of dwelling units permitted on the property.
 - At least 50 percent of the area designated as Prime Desert Woodland shall remain undisturbed.

- The area retained for vegetative preservation shall be designated to preserve the best plant communities in a continuous open area, which will complement similar sites preserved on abutting properties. The City will accept dedication of small individual islands of vegetation for use as natural or open space parks where and when appropriate.
- Dwelling units and other buildings/structures shall be developed in clusters which are sited on the property in a manner which results in the minimum disturbance of natural vegetation, natural drainage patterns, and soils.
- Grading on the site shall be restricted to that portion of the property identified for development purposes. The remaining property shall not be disturbed unless appropriate documentation and mitigation are provided. No vehicle, equipment, or material shall be operated, temporarily placed, or stored on the property except in those areas approved for development.
- On-site drainage shall be maintained so as to serve in/at the same capacity as the drainage system for the surrounding area as it did prior to the development of surrounding areas to urban densities, in a manner that is compatible with the natural environment. This will promote an adequate supply of moisture for native vegetation. Drainage from off-site sources may have to be limited to the site to preclude creation of riparian or other vegetative communities not native to the site, and in recognition of the limitation of the natural system to accommodate large amounts of urban runoff from the south.
- It is the intent of this action to retain a continuous natural open space near Rawley Duntley Park.

- An adequate mechanism to ensure the ongoing protection and maintenance of protected resources shall be established to the satisfaction of the City.

STATUS: Existing program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budget.

- 3.4.2(d) Drainage improvements needed to prevent damage to the Prime Desert Woodland sites should be identified. A funding plan to provide needed improvements should include both public and private participants.

STATUS: New program.
 RESPONSIBILITY: Public Works Department, in cooperation with the Community Development Department.
 TIME FRAME: Priority 3.
 FUNDING SOURCE: Department budgets.

- 3.4.2(e) Require site-specific drainage studies as part of land development applications, as necessary, to determine specific improvements needed to meet the objectives of the Prime Desert Woodland Drainage Study.

STATUS: New program.
 RESPONSIBILITY: Public Works Department will determine need for site-specific studies to complement overall study.
 TIME FRAME: Priority 3.
 FUNDING SOURCE: Project applicants.

- 3.4.2(f) Conduct a study of potential funding mechanisms for long-term maintenance and protection of biological preserve areas. As part of this study, specifically assess the effectiveness of establishing a city-wide assessment district to fund long-range maintenance of environmentally sensitive habitats.

STATUS: New program.
 RESPONSIBILITY: Department of Parks, Recreation and Arts in conjunction with the Community Development Department, local experts, and educational institutions.
 TIME FRAME: Priority 4.
 FUNDING SOURCE: Department of Parks, Recreation and Arts and Community Development. Department budgets.

Policy 3.4.3: Preserve significant desert wash areas to protect sensitive species that utilize these habitat areas.

Specific Actions:

3.4.3(a) Plan for a natural park to encompass the Little Rock Wash area. This park should be large enough to protect resources by providing a buffer against intrusion from future surrounding land uses. Recreational uses should be allowed in the park which may be used to enhance the utility of the wash. Hiking, bicycling, and equestrian trails should be encouraged.

STATUS: New program.
RESPONSIBILITY: Department of Parks,
Recreation and Arts in
conjunction with the Community
Development Department, local
experts, and educational
institutions.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department of Parks,
Recreation and Arts budgets.

Policy 3.4.4: Protect open space lands in and around the Poppy Preserve, including Fairmont and Antelope Buttes, to preserve habitat for sensitive mammals, reptiles, and birds, including raptors.

Specific Actions:

3.4.4(a) In consultation with appropriate regional, state and federal agencies, undertake a study to determine the size and configuration of an appropriate preserve area around the Poppy Preserve. The preserve area should include a buffer to protect the preserve from intrusion by future surrounding land uses. A major wildlife movement corridor should also be provided to the Portal Ridge area to the southwest.

STATUS: New program.
RESPONSIBILITY: Department of Parks,
Recreation and Arts in
conjunction with the Community
Development Department, local
experts, and educational
institutions.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department of Parks,
Recreation and Arts, Los
Angeles County, and State of
California budgets.

Policy 3.4.5: Ensure that development proposals, including City sponsored projects, are analyzed for short- and long-term impacts to biological resources and that appropriate mitigation measures are implemented.

Specific Actions:

3.4.5(a) Regularly monitor and review developments proposed within or adjacent to the City's sphere of influence but outside of the City limits. The purpose of this review will be to assess potential impacts on local biological resources, and to recommend measures that the appropriate agency can implement to mitigate the impacts.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing discussions with the staffs of surrounding jurisdictions, and as developments are proposed.
FUNDING SOURCE: Department budget.

3.4.5(b) Require that development occurring adjacent to preserve areas provide appropriate mitigation for potential impacts to the preserve. Potential protection measures include, but are not limited to the following:

- Design the project so as to minimize or prevent unauthorized entry into the preserve.
- Create buffer areas incorporating the most passive uses for properties adjacent to the preserve.
- If necessary, provide wildlife movement corridors to local water sources.
- Provide visual seclusion, where necessary, by using vegetative barriers along the property boundaries.
- Protect preserves from the intrusion of night lighting.
- Minimize soil compaction by limiting construction activities in areas in proximity to Joshua and Juniper trees.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

Policy 3.4.6:

Encourage educational programs that:

- promote awareness of local biological resources;
- inform about potential protection and preservation programs;
- foster community attitudes and behaviors that protect local plants and wildlife;
- encourage community involvement in protection programs.

Specific Actions:

3.4.6(a)

Work with local school districts to promote, sponsor, or advertise activities which help protect biological resources, or foster attitudes of protection and concern about these resources.

STATUS: New program.
RESPONSIBILITY: Department of Parks, Recreation and Arts in conjunction with the Community Development Department and educational institutions.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

3.4.6(b)

Work with local educational institutions to collect and summarize data regarding sensitive plants and animals, and promote better awareness of their sensitivity throughout the community.

STATUS: New program.
RESPONSIBILITY: Community Development Department, in conjunction with the Department of Parks, Recreation and Arts, local experts, and educational institutions.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

LAND RESOURCES

Land in the Lancaster study area is generally suitable for various types of urban and rural development. However, knowledge of soils limitations and the application of appropriate soils management techniques can help avoid soils-related development problems. In addition, land resources such as topography, surrounding open space and agricultural uses in the study area, create a sense of community identity and need to be appropriately managed. This section focuses on actions which must be taken to manage land resources in the Lancaster study area.

Objective 3.5

Preserve land resources through the application of appropriate soils management techniques and the protection and enhancement of surrounding landforms and open space.

Policy 3.5.1: Minimize erosion problems resulting from development activities.

Specific Actions:

3.5.1(a) Concurrent with the submittal of a grading plan, require the submittal and approval by the appropriate City departments of erosion control plans prior to the approval of the grading plan.

- Erosion control plans shall be prepared and shall cover all areas impacted by the proposed grading.
- The erosion control plans shall address methods of control (i.e. detention basins, check dams, sandbagging, etc.), and interim storm drain construction if required.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

3.5.1(b) Require that erosion control measures be in place prior to the rainy season.

STATUS: Existing program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

3.5.1(c) Require implementation of erosion control measures as soon as possible during the grading operation, and require that they remain in operation until improvement construction has begun within the controlled area.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

3.5.1(d) Periodically review the grading and subdivision ordinances with regard to special precautions that minimize soil erodibility by incorporating provisions relating to surface drainage and restoration of the natural drainage surface, the attenuation of slope instability, reductions in the amount of impermeable surface, and techniques that enhance local water recovery.

STATUS: Existing program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

3.5.1(e) To reduce the effects of long-term erosion from surface runoff, implement the drainage policies and programs outlined in the Plan for Municipal Services and Facilities and the flood control policies and programs described in the Plan for Public Health and Safety. (For implementation information, see specific actions listed in the section referenced.)

3.5.1(f) Require that grading plans include appropriate and feasible measures to minimize fugitive dust. Potential measures include:

- Regular watering of cleared areas.
- Minimizing the extent of cleared areas at any given time.
- Establishing of vegetative cover as soon as possible after grading is completed.
- Using soil tackifiers, soils stabilization mulches, and/or oil emulsions, where feasible.

STATUS: Existing program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

Policy 3.5.2: Minimize the potential for septic tank failure in the Lancaster General Plan study area.

Specific Actions:

3.5.2(a) Prepare for council consideration, a septic tank ordinance which requires soils percolation tests prior to reviewing applications for subdivisions where septic tanks are proposed, and establishes development criteria for the use of septic tanks.

STATUS: New program.
RESPONSIBILITIES: Public Works Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

3.5.2(b) Implement the solid waste management policies programs described in the Plan for Municipal Services and Facilities. (For implementation information, see specific actions listed in the section referenced.)

Policy 3.5.3: Since certain soils in the Lancaster study area have exhibited shrink-swell behavior and a potential for fissuring, and subsidence may exist in other areas, minimize the potential for damage resulting from the occurrence of soils movement.

Specific Actions:

3.5.3(a) Implement the land use programs described in the Plan for Physical Development of the General Plan. (For implementation information, see specific actions listed in the section referenced.)

3.5.3(b) As part of the environmental review process, require the applicant to prepare geotechnical/soils studies evaluating the shrink-swell potential of soils and the potential for fissuring or subsidence. If necessary, require implementation of appropriate mitigation measures.

STATUS: Existing program.
RESPONSIBILITY: Community Development,
Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

3.5.3(c) Prepare a special studies overlay zone and apply the zone to those areas within the City where the occurrence of sinkholes and fissures have been identified, or are identified in the future. The zone will require the preparation of any studies necessary to determine the developability of the property and, if appropriate, the mitigation measures necessary to protect the public health, safety, and welfare, prior to the issuance of any development permits.

STATUS: New program.
RESPONSIBILITY: Community Development and
Public Works Departments.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

Policy 3.5.4: Protect lands currently in agricultural production from the negative impacts created when urban and rural land uses exist in close proximity, while recognizing the possibility of their long-term conversion to urban or rural uses.

Specific Actions:

3.5.4(a) Condition all new urban residential developments located within 500 feet of lands in agricultural production to require the notification of buyers and future residents that the property is subject to agricultural related nuisances.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

ENERGY RESOURCES

The availability of energy resources is a growing societal concern. Lancaster's climate provides the opportunity to use alternative energy sources and to reduce energy consumption through the implementation of conservation measures. In addition, new development can be designed to be efficiently served by public transportation systems and to allow people to work and shop in close proximity to their homes.

Objective 3.6 Encourage efficient use of energy resources through the promotion of efficient land use patterns and the incorporation of energy conservation systems into new and existing development, and encourage use of alternative energy.

Policy 3.6.1: Reduce energy consumption by establishing land use patterns which would decrease automobile travel.

Specific Actions:

3.6.1(a) Increase opportunities for local employment by implementing the policies and programs described in the Plan for Physical Development and the Plan for Economic Development. (For implementation information, see specific actions listed in the section referenced.)

3.6.1(b) Facilitate the use of alternative transportation modes by implementing the policies and programs described in the Plan for Physical Mobility. (For implementation information, see specific actions listed in the section referenced.)

3.6.1(c) Encourage the location of residential uses in close proximity to employment, commercial and recreational opportunities by implementing the policies and programs described in the Plan for Physical Development. (For implementation information, see specific actions listed in the section referenced.)

3.6.1(d) Require the inclusion, where feasible, of provisions for energy efficient modes of transportation and fixed facilities which establish transit, bicycle, equestrian, and pedestrian modes as desirable alternatives.

STATUS:	New program.
RESPONSIBILITY:	Community Development Department.
TIME FRAME:	Priority 1.
FUNDING SOURCE:	Department budget.

Policy 3.6.2: Encourage innovative building, site design, and orientation techniques which minimize energy use.

Specific Actions:

3.6.2(a) In conjunction with the review of residential, commercial and industrial development applications, amend the various development codes to incorporate, where feasible, the following criteria into the review of all development proposals.

- Provide for clusters of buildings with protected indoor or plaza/open areas within multiple family residential, commercial, and industrial projects to promote wind and sun protection.
- Construct internal roadways at the minimum widths necessary for safe circulation in order to minimize solar reflection and heat radiation.
- Where possible, locate reflective surfaces (i.e. parking lots) on the north and east sides of buildings; alternatively, where parking areas must be located to the south or west of buildings, provide additional landscaping to reduce heat gain.
- Use appropriate building shapes and locations in order to promote maximum feasible solar access of individual units.
- Design individual buildings to maximize natural internal lighting through interior court wells, interior court areas, skylights, clerestory windows, and building shapes.
- Use canopies and overhangs to provide shade to windows during summer months.
- Incorporate the use of deciduous trees in landscaping plans, especially near buildings and around expanses of paved areas.
- Incorporate deciduous vines, trellises and canopies to shade south and westward facing walls, to cool them in summer months.
- Provide wind breaks to protect against strong winds.
- Locate trees and hedges planted close to buildings so as to channel beneficial cooling breezes through openings.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

3.6.2(b) Revise the City parking ordinance to require appropriate shading of parking surfaces to reduce heat gain.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

3.6.2(c) Adopt development code provisions that facilitate solar access through lot size, configuration, and orientation; building height, setbacks, and coverages, and renewable energy resource systems with permitted and accessory uses. The amended ordinance should also include provisions for the application of energy conservation measures in subdivisions, site plans, conditional use permits, and other land use entitlements.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 4.
FUNDING SOURCE: Department budget.

3.6.2(d) Enact mechanical and plumbing code provisions to require solar energy systems for the heating of swimming pools in all new hotels and multi-family residential developments.

STATUS: New program.
RESPONSIBILITY: Public Works, Community
Development Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

Policy 3.6.3: Encourage the incorporation of energy conservation measures in existing structures.

Specific Actions:

3.6.3(a) Investigate the feasibility of adopting an Energy Ordinance that will encourage the installation of energy conservation measures on rehabilitation or expansion projects; and retrofitting energy conservation measures on existing structures that require major renovation. Specific measures include, but are not limited to, solar heating systems for pools and other appropriate facilities and provisions for industrial projects that will facilitate the installation of photovoltaic electric generating units.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

Policy 3.6.4:

Support state and federal legislation that would eliminate wasteful energy consumption in an appropriate manner.

Specific Actions:

3.6.4(a)

Work with appropriate federal, state, and utility agencies to identify and support appropriate legislation for:

- Utility rate revisions that would provide incentives for the conservation of energy.
- Funding of research and/or the development of alternate energy sources.

STATUS: New program.
RESPONSIBILITY: Community Development
Department and City Manager's
Office.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

3.6.4(b)

Maintain open communication links with other local, regional, state or federal agencies regarding the evaluation of current energy problems and state-of-the-art technologies and practices.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

3.6.4(c)

Promote the application of active solar energy systems in single family residential units by facilitating, where possible, the efforts of Federal and State entities in the allocation of cost incentive programs.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 4.
FUNDING SOURCE: Department budget.

Policy 3.6.5: Reduce the amount of energy consumed by City operations and assist residents and businesses in reducing their energy consumption rates.

Specific Actions:

3.6.5(a) Emphasize fuel efficiency in the acquisition and use of City-owned vehicles, and consider all programs which would serve to enhance or encourage the use of non-motorized and public transit systems.

STATUS: New program.
RESPONSIBILITY: Community Development Department, Department of Parks, Recreation and Arts, and Public Works Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

3.6.5(b) Review energy usage in all City buildings within Lancaster and implement a program to reduce energy use.

STATUS: New program.
RESPONSIBILITY: Community Development Department, Department of Parks, Recreation and Arts, and Public Works Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

3.6.5(c) Increase public awareness of energy conservation technology and practices by publication in the *Outlook* of information that describes energy conservation practices for community members to follow that encourages ongoing communication and the generation of ideas, plans and programs for the future development of Lancaster as an energy efficient city.

STATUS: New program.
RESPONSIBILITY: Community Development Department, Public Information Officer.
TIME FRAME: Priority 4.
FUNDING SOURCE: Department budgets.

Policy 3.6.6: Consider and promote the use of alternative energy such as wind energy and solar energy. (Note: Policy 15.2.1 considers the use of waste to energy cogeneration systems as an energy source.)

Specific Actions:

3.6.6(a) Work with utility companies and private enterprises in their efforts to study the feasibility of use of alternative energy resources including, but not limited to, wind and solar energy.

STATUS:	New program.
RESPONSIBILITY:	Public Works Department.
TIME FRAME:	Priority 4.
FUNDING SOURCE:	General fund.

MINERAL RESOURCES

The California Government Code requires that a City's mineral resources be identified, and that applicable policies be developed to manage the production of major mineral deposits. Although there are presently no proven mineral deposits in the study area, the following section presents policies and programs which would ensure the protection of any lands within or adjacent to any Mineral Resource Zones within the study area.

Objective 3.7 Ensure the proper management of mineral resources in the Lancaster study area.

Policy 3.7.1: Evaluate opportunities for significant mineral extraction within the General Plan study area.

Specific Actions:

3.7.1(a) Request the State's Division of Mines and Geology to identify potential Mineral Resource Zones (MRZs) and the feasibility for extracting aggregate resources within the study area.

STATUS:	New program.
RESPONSIBILITY:	Community Development Department.
TIME FRAME:	Priority 2.
FUNDING SOURCE:	Department budget.

Policy 3.7.2: Minimize the potential negative impact of mineral extraction on adjacent land uses.

Specific Actions:

3.7.2(a) Enact development code provisions as necessary to govern the extraction of mineral resources within the City of Lancaster, including standards for their location and performance which will mitigate potential impacts on adjacent lands.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

3.7.2(b) Require any lands within the study area which may be designated MRZ-2 to comply with the provisions of the Surface Mining and Recovery Act of 1975 (SMARA).

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

SCENIC RESOURCES

Scenic resources are the unique features that provide attractive vistas. For the City of Lancaster, major visual resources include the local views of the surrounding buttes, Quartz Hill, and long distance panoramas of the San Gabriel Mountains and desert expanses. Also addressed is maintaining the character of designated scenic corridors.

This section focuses on policies and programs to create and maintain attractive views. The protection of scenic resources is critical to Lancaster's long-term objective of achieving and maintaining a character and image distinct from the San Fernando Valley.

Objective 3.8 Preserve and enhance important views within the City, and significant visual features which are visible from the City of Lancaster.

Policy 3.8.1: Preserve views of surrounding ridgelines, slope areas and hilltops, as well as other scenic vistas.

Specific Actions:

3.8.1(a) Encourage the creation of vistas and view corridors of community or neighborhood value during the development review process, through the siting of buildings to avoid blocking views and view corridors.

STATUS: New program.
RESPONSIBILITIES: Community Development Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

3.8.1(b)

Through the implementation of the policies outlined in the Plan for Physical Development, ensure that the development of hillside lands is consistent with preserving their natural character. (For implementation information, see specific actions listed in the section referenced.)

Policy 3.8.2:

Protect and enhance the character of designated scenic roadways (see Figure II-G-1 in the State of the City Report).

Specific Actions:

3.8.2(a)

Through the implementation of the policies outlined in the Plan for Physical Development regulate the uses along scenic road corridors so that they are compatible with the aesthetic values of those roadways. (For implementation information, see specific actions listed in the section referenced.)

3.8.2(b)

Adopt corridor plans for each of the designated scenic corridors identified in Figure II-G-1 in the State of the City Report. These corridor plans shall consider the following:

- An emphasis on roadway patterns and grades that fit the natural topography along secondary arterials, collector, and local streets.
- Acquisition of wider rights-of-way than comparable, non-scenic roadways to increase the field of vision along the street and to accommodate appropriate landscaping and street furniture.
- Elimination, to the greatest extent feasible, of unsightly development and outdoor and/or off-site advertisements;
- Provision of vegetative screens for potentially objectionable views;
- Provision of appropriate view corridors; and
- Provision of roadside parking areas and lookouts where warranted.

STATUS:	New program.
RESPONSIBILITY:	Community Development and Public Works Departments.
TIME FRAME:	Priority 3.
FUNDING SOURCE:	Department budgets.

Policy 3.8.3: Protect and maintain the Prime Desert Woodlands and other open space to provide examples of the region's natural setting.

Specific Actions:

3.8.3(a) Implement the programs described in the Biological Resources section of the Plan for the Natural Environment. (For implementation information, see specific actions listed in the section referenced.)

PLAN FOR
PUBLIC HEALTH
& SAFETY

III. PLAN FOR PUBLIC HEALTH AND SAFETY

INTRODUCTION

The Plan for Public Health and Safety contains an evaluation of natural and manmade conditions which may pose certain levels of health and safety hazards to life and property within Lancaster, along with a comprehensive program to mitigate those hazards to acceptable levels. Inherent in this plan is a determination of "acceptable risk." Acceptable risk is based on a determination of how safe is safe enough, balancing the cost of hazard mitigation with its benefits. The Plan for Public Health and Safety identifies constraints to urban and rural development which must be considered as part of overall and site-specific development strategies. This plan also addresses existing hazards faced by Lancaster residents and businesses, and provides a program to mitigate those hazards.

The Plan for Public Health and Safety addresses the following issues:

- Geology and Seismicity
 - Flooding and Drainage
 - Noise
 - Air Installation Land Use Compatibility
 - Hazardous Materials
 - Crime and Prevention Services
 - Fire Hazards and Prevention Services
 - Emergency Services
-

ISSUES, OPPORTUNITIES, AND FINDINGS

- GEOLOGY AND SEISMICITY

- ◇ The City of Lancaster is located within a seismically active area. The San Andreas Fault is located approximately nine miles south of the City, and there are several other significant faults within the region.
- ◇ Groundshaking caused by a major earthquake could result in many casualties, extensive property damage, and other ensuing catastrophes in Lancaster. A disaster preparedness plan must be in place in the event of an earthquake, as it may be several days before outside help could reach the City.
- ◇ Hillside management has not, to date, been an issue for the City of Lancaster, because of the flat nature of its topography. However, as the City expands, hillside areas may be annexed. The desire to retain the natural character of hillside areas will need to be balanced against the desire to develop upper end, view-oriented housing.
- ◇ Other geologic hazards include ground settlement, landslides, and seiching. In areas prone to these hazards, engineering studies as to the most appropriate design and construction techniques to mitigate these problems are advisable for developments. Seiching studies for water storage tanks and significant water storage areas are often provided by the appropriate agencies.

- FLOODING AND DRAINAGE

- ◇ The City of Lancaster is subject to periodic flooding, due to a combination of flat topography, nearby mountains, and surrounding washes. The increase in impervious surfaces resulting from development will increase the potential amount of runoff and local flooding.
- ◇ While it may be desirable to capture debris in upstream basins as a means of facilitating the efficiency of flood control works and to establish basins to capture flood waters and recharge the groundwater basin, Edwards Air Force Base has expressed a desire that mud-laden storm waters be allowed to flow onto the dry lake beds located within the base as a means of "recharging" the beds and preserving them as viable landing areas.

- NOISE

- ◇ Three air installations are present within and adjacent to the General Plan study area. These installations -- Edwards Air Force Base, Air Force Plant 42 (Palmdale Regional Airport), and Fox Field -- are each significant noise generators within the study area.
- ◇ With the exception of one neighborhood, no urban residential uses are located within the 65 CNEL noise contours of Edwards Air Force Base, Air Force Plant 42, or Fox Field.

- ◇ Additional urban residential uses are planned within the 65 CNEL noise contour of these facilities. Urban residential uses are also planned outside of the 65 CNEL of Plant 42, but within the designated "overflight area." Both areas will be subject to high *single event* noise levels from aircraft overflights.
- ◇ Automobile and truck traffic along area roadways and highways are a major source of noise within Lancaster. Numerous residential areas are affected by roadway noise.
- ◇ Roadway noise impacts on residential neighborhoods have generally been mitigated in the past through the construction of walls along the arterial road system. This has created a negative visual impact in many circumstances.
- ◇ Significant noise is created along the Southern Pacific rail line. However, noise sensitive land uses are generally not impacted by rail line use.
- ◇ Industrial and construction activities also create noise impacts within the community, although they are primarily intermittent sources. With two exceptions (the east Avenue I corridor and residential uses located within the industrial areas east of the downtown area), industrial noise sources do not impact noise-sensitive residential uses.

- AIR INSTALLATION LAND USE COMPATIBILITY

- ◇ There are three major Federal Aviation Administration (FAA) recognized air facilities located within or adjacent to the study area: Edwards Air Force Base, Air Force Plant 42 (Palmdale Regional Airport), and General William J. Fox Airport (Fox Field). An expansion of Palmdale Regional Airport onto land east of Plant 42 is also possible in the long-term future beyond the Year 2010.
- ◇ People living or working near airports are exposed to various levels of accident potential and increased noise levels that affect their quality of life.
- ◇ Various federal and state laws and guidelines outline the manner in which land uses should be allocated within various safety and noise zones surrounding airport facilities.
- ◇ Only one existing urban density residential neighborhood is located within the 65 CNEL noise contour of Air Force Plant 42; however, there are several approved tentative tract maps within this area.
- ◇ The expansion of both new development and the aircraft facilities will require land use compatibility to ensure a high quality of life in the area.

- HAZARDOUS MATERIALS

- ◊ The transport, use, storage, and creation of hazardous materials and waste is a necessary by-product of modern industrial society. Regulation of hazardous materials is a shared responsibility between federal, state, county, and local authorities.
- ◊ A significant amount of hazardous materials are transported through Lancaster on the way to various military installations. The Southern Pacific Railroad (SPRR) transports a variety of hazardous materials, while the Antelope Valley Freeway (State Route 14) and Highway 138 are used to transport toxic rocket fuel to Vandenberg Air Force Base.
- ◊ The growth of the City of Lancaster has also increased hazardous materials storage and usage within the City and its General Plan study area. Although there is national, state, and local legislation to keep dangerous contact with hazardous materials at a minimum, the presence of hazardous materials requires careful planning by the City.
- ◊ The California Department of Health Services approved the Hazardous Waste Management Plan for the County of Los Angeles, which describes and defines existing conditions, future conditions, needed management facilities, and recommended action programs on a county-wide basis. To comply with this plan, Lancaster has developed Ordinance No. 560 to establish a comprehensive application and review process as well as siting criteria for hazardous waste facilities.
- ◊ There are no hazardous waste landfills near the study area. Illegal dumping of hazardous wastes in the desert, such as household and commercial wastes, is a problem.
- ◊ The City has an adequate hazardous materials emergency response organization, outlined in the "Multihazard Functional Plan, 1990."

- CRIME AND PREVENTION SERVICES

- ◊ The City of Lancaster contracts with the County Sheriff's Department for police services. As the City grows, cooperative work between the City and the Sheriff's Department must continue to ensure that planned growth takes into account the need for and the needs of protective services.
- ◊ The strategic use of design features within new development can be used to discourage burglaries and other crimes. The inclusion of this concept of "defensible space" in the approval process for residential, commercial, and industrial developments is one means of ensuring a safe community.
- ◊ At some time in the future, as the City's population grows, Lancaster may wish to establish its own police force.

- FIRE HAZARDS AND PREVENTION SERVICES

- ◊ Fire protection, provided by the County of Los Angeles' Fire Department, is considered adequate at this time. Population projections for 2010 indicate a need for 12 additional fire stations based on maintaining an adequate number of fire fighters per person. If service is based on a station service area of 1.5 mile radius, development of the entire study area could ultimately require up to 25 additional fire stations.
- ◊ As a City's population grows, it is popularly considered cost effective for cities to provide their own fire protection service as opposed to contracting with the County.

- EMERGENCY SERVICES AND FACILITIES

- ◊ There are presently three hospitals that serve the residents of Lancaster. This level of service appears adequate for the present, but two new full service hospitals will be needed to serve the 2010 population. Additional hospitals will be needed to serve Lancaster residents beyond the year 2010.
 - ◊ Maternity and infant health services are already overburdened in the three hospitals, and the need for these services will continue to increase, along with elderly health care needs.
 - ◊ As the City expands outward and population increases, paramedic and ambulance service will need to be increased.
 - ◊ The provision of adequate routes to evacuate the local population during a major emergency depends on expanding existing or providing additional regional roadways.
 - ◊ Disaster preparedness measures are outlined in the City of Lancaster's Multihazard Functional Plan. Coordination with other local and regional agencies will continue to be a critical aspect of successful emergency planning.
-

GOALS, OBJECTIVES, POLICIES, AND ACTIONS

Goal 4

To provide a secure manmade environment which offers a high level of protection from natural and manmade hazards to life, health, and property.

GEOLOGY AND SEISMICITY

The Lancaster area is prone to significant earthquake activity from nearby faults (see Figure III-1). The San Andreas fault is located approximately nine miles south of the City, and other major subsidiary faults in the area include the Garlock, Punchbowl, Nadeau, Cemetery, and Littlerock faults. To protect residents from the effects of geologic activity along these faults, the City must take precautions for protecting lives and property prior to, during, and after the occurrence of an earthquake. In addition to hazards from earthquake activity, portions of the Lancaster General Plan study area are subject to hazards from ground settlement (subsidence).

Objective 4.1 Minimize the potential for loss of life, physical injury, property damage, and social disruption resulting from seismic groundshaking and other geologic events.

Policy 4.1.1: Manage potential seismic hazards resulting from fault rupture and strong ground motion to ensure an acceptable level of risk and to facilitate rapid physical and economic recovery following an earthquake through the identification and recognition of potentially hazardous conditions and implementation of effective standards for seismic design of structures.¹

Specific Actions:

4.1.1(a) Require as a part of development review that reports are prepared pursuant to State law within Alquist-Priolo Special Study Zones.

STATUS:	Existing program.
RESPONSIBILITY:	Public Works Department.
TIME FRAME:	Ongoing, upon annexation of lands within an Alquist-Priolo Special Study Zone.
FUNDING SOURCE:	Department budget, development review fees.

¹ Groundshaking within the study area is considered to be the greatest potential risk.

4.1.1(b) - Revise the zoning ordinance to require that all development within Alquist-Priolo Special Study Zones be subject to discretionary review by the Planning Commission and/or City Council.

STATUS: New program.
RESPONSIBILITY: Community Development
Department and Public Works
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

4.1.1(c) Implement a program for upgrading seismically hazardous (unreinforced masonry) buildings within the City of Lancaster pursuant to the provisions of SB-547.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

4.1.1(d)

Require that all new developments comply with the most recent Uniform Building Code seismic design standards and such other supplemental design criteria to ensure that the following guidelines are met:

LAND USES	Degree of Compatibility in Seismic Shaking Zones		
	High Zone I*	Medium-High Zone II*	Medium Zone III*
Critical Nuclear related systems; major dams; explosives or hazardous materials manufacturing, handling, or storage; hospitals, and other emergency medical facilities.	R	GU	PS
Essential Police, fire and communications systems; Emergency Operations Centers (EOC's); electric power inter-tie systems; power plants; small dams; utility substations; sewage treatment plants; water-works; local gas and electric distribution lines; aqueducts; major pipelines; major highways, bridges and tunnels; ambulance services; public assembly sites with 300 or more capacity; schools	GU	PS	GS
High Occupancy Multi-family residential of 20 or more units; major commercial including large shopping centers; office buildings; large hotels; health care clinics and convalescent homes; heavy industry; gas stations	PS	PS	GS
Normal-Low Risk Single-family and two-family residential; multi-family of less than 20 units; small scale commercial; small hotels, motels; light industry; warehousing	PS	GS	GS

(R) Restricted

Restricted unless alternative sites are not available or feasible and it is demonstrated through a site investigation that, although mitigation may be difficult, hazards will be adequately mitigated.

(GU) Generally Unsuitable

Restricted unless site investigation demonstrates that site is suitable or that hazards will be adequately mitigated.

(PS) Provisionally Suitable

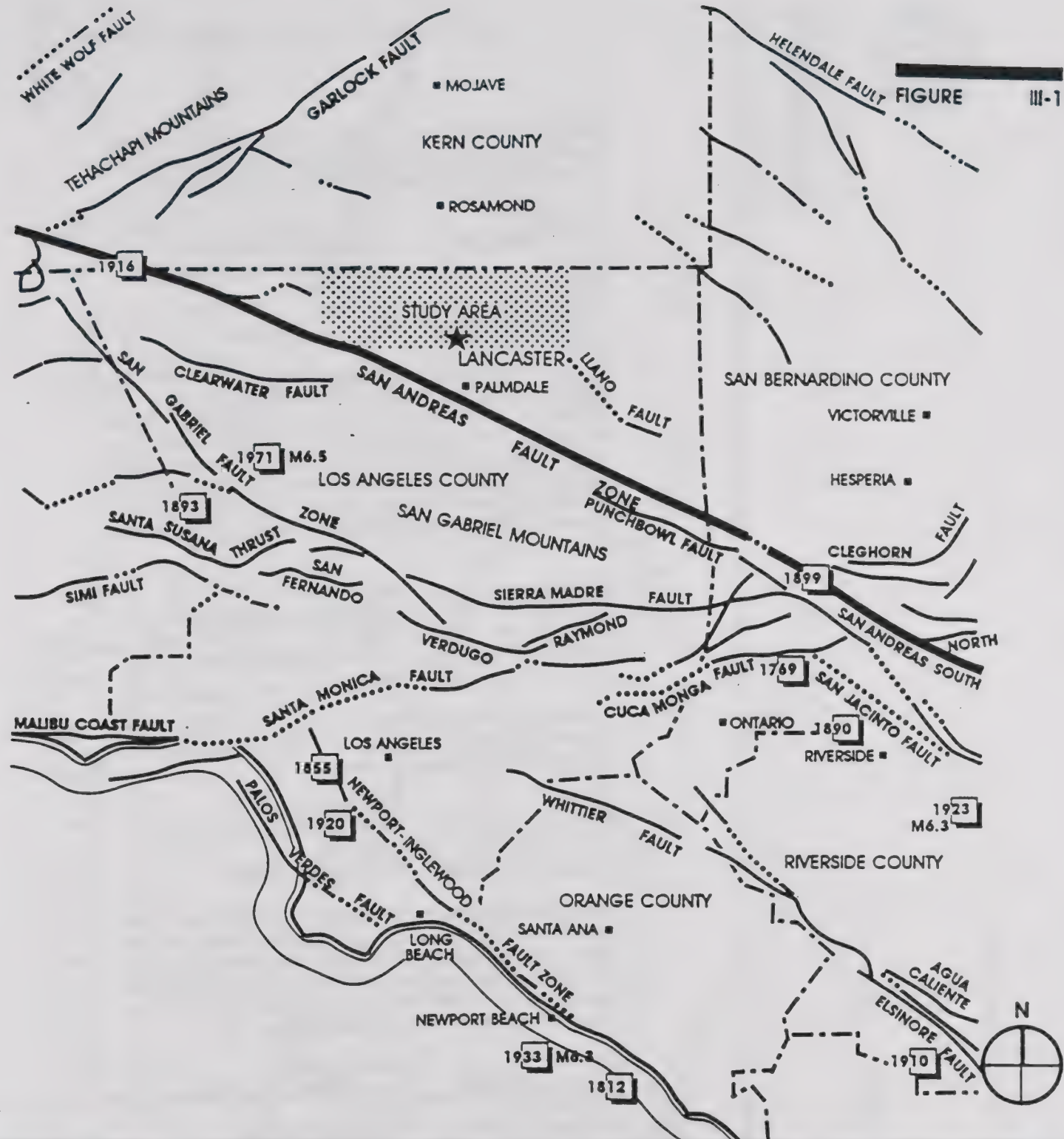
Requires site investigation to confirm suitability; may require some modification of facility design or siting.

(GS) Generally Suitable

Acceptable, however, if specific concerns are identified, a site investigation may be required.

* Location of Zone I, Zone II, and Zone III in Lancaster are shown in Figure III-2.

STATUS:	Existing program.
RESPONSIBILITY:	Public Works Department.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Department budget.



PLANNING NETWORK

-  ACTIVE FAULT
-  POTENTIALLY ACTIVE FAULT
-  INACTIVE OR ASSUMED FAULT
-  EARTHQUAKE LOCATIONS

REGIONAL SEISMICITY

CITY OF LANCASTER
GENERAL PLAN



- 4.1.1(e) Review building and zoning codes to incorporate specific standards for siting, seismic design, and review of Critical, Sensitive, and High-Occupancy structures.

STATUS: New program.
RESPONSIBILITY: Public Works Department,
Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

- 4.1.1(f) Along with Los Angeles County, the State of California, and other agencies as appropriate, undertake, as necessary, a review of existing Critical and Essential structures for any significant siting, design, or construction problems that would make them vulnerable in an earthquake. Incorporate findings of the review into the Multi-hazard Function Plan, and address long-term programs for facility upgrading or relocation (see Figures III-1 and III-2).

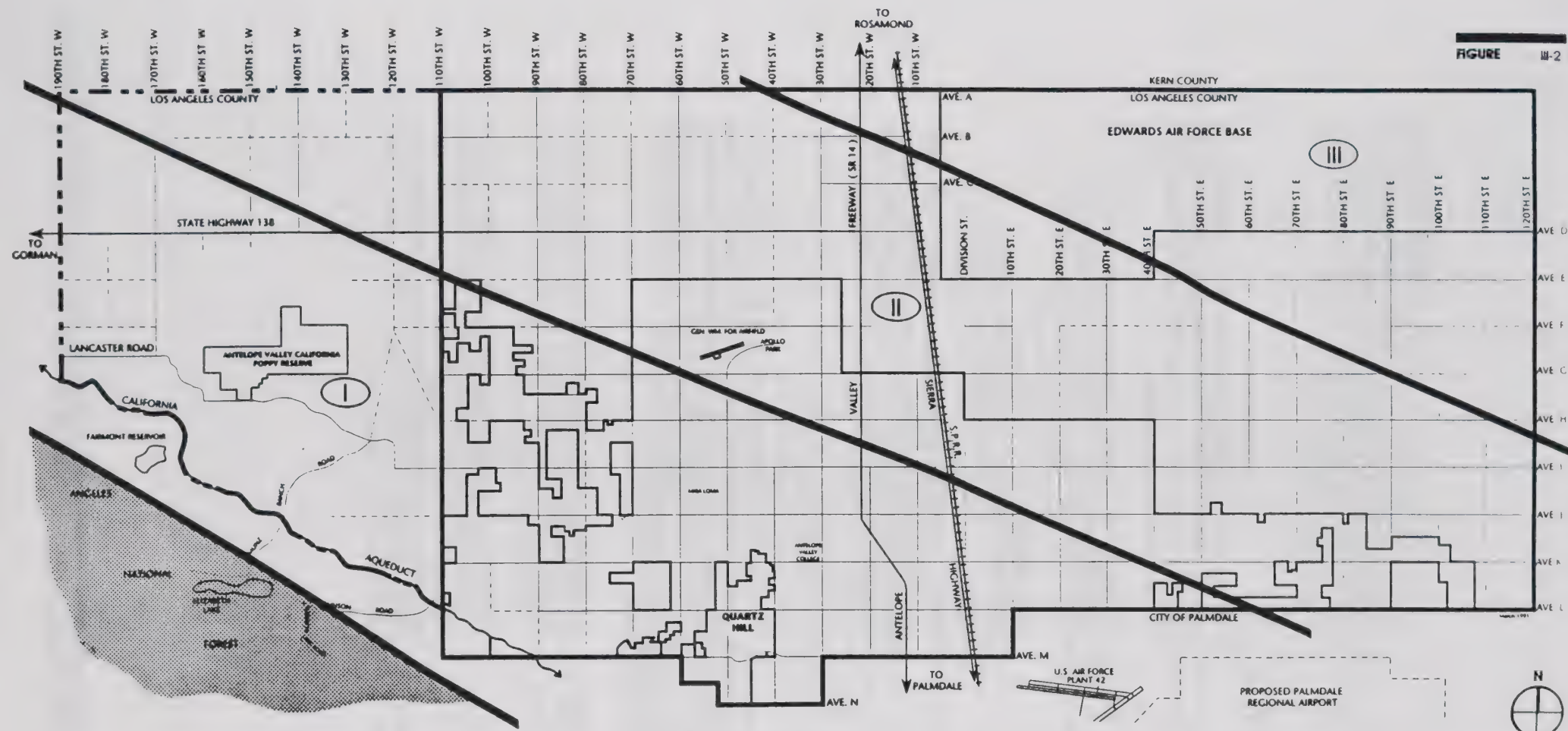
STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department and agency
budgets.

- 4.1.1(g) Provide expedited review of any proposed State seismic-related revisions to the Uniform Building Code for adoption and implementation.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

- 4.1.1(h) Assist and encourage the efforts of the State and local entities responsible for regular maintenance of the California Aqueduct and the Little Rock Dam to reduce the risk of seismic failure and to ensure that water levels are kept at or below the designed safe water levels, thereby reducing the risk of overtopping.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.



PLANNING NETWORK

GROUNDSHAKING INTENSITY



Based on the "Modified Mercalli Scale".
Severe

Moderate

Least



SAN ANDREAS FAULT ZONE

SOURCE: United States Geological Survey

SEISMIC INTENSITY DISTRIBUTION

CITY OF LANCASTER GENERAL PLAN



Policy 4.1.2: Require development within hillside areas and areas which potentially have soils or underlying formations that might produce severe building constraints to have engineering studies performed in order to determine appropriate structural design criteria and effective construction standards.

Specific Actions:

4.1.2(a) Require specialized soils reports in areas suspected of having problems with bearing strength and in areas suspected of having problems with expansive soils, soil settlement, and subsidence.

STATUS:	Existing program.
RESPONSIBILITY:	Public Works Department, Community Development Department.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Department budgets, development review fees.

4.1.2(b) Through the development review process, implement the hillside development provisions of the Plan for Physical Development. (For implementation information, see specific actions listed in the section referenced.)

FLOODING

Potential damage from flooding within the General Plan study area ranges from inconvenience to property damage and loss of life. The City of Lancaster's and the surrounding area's population reside in low lying areas adjacent to significant mountain ranges. As a result, residents are subject to periodic flooding during and immediately after periods of heavy rainfall. In addition, several portions of the study area are subject to a 100-year flood.

Objective 4.2 Minimize the potential for loss of life, physical injury, property damage, and social disruption resulting from a 100-year flood.

Policy 4.2.1: Manage flood hazards to ensure an acceptable level of risk and to facilitate rapid physical and economic recovery following a flood through the identification and recognition of potentially hazardous conditions and implementation of effective standards for location and construction of development.

Specific Actions:

- 4.2.1(a) In coordination with the City of Palmdale and Los Angeles County, update a regional drainage study, as applicable, and incorporate the results into the City's master drainage plan.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 4.
FUNDING SOURCE: Department budget, agencies budgets, development review fees.

- 4.2.1(b) Following completion of the update of the regional drainage study outlined in Action 4.2.1(a), formulate a program for abatement of flood hazards within existing developed areas.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 4.
FUNDING SOURCE: Department budget.

- 4.2.1(c) Ensure that no structure designed for human occupancy is constructed within the 100 year floodplain without being raised at a minimum, one foot above the floodplain. Retain undeveloped or vacant land within 100 year floodplains as very low density rural uses or open space where plans for construction of flood control facilities are absent.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget, development review fees.

- 4.2.1(d) Require, as a prerequisite to development approval within the 100 year floodplain, that information be submitted by a qualified civil or hydrological engineer certifying the 100 year level.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget, development review fees.

4.2.1(e) Require, as a prerequisite to development approval, that drainage studies identify the facilities which are required to ensure that proposed development is adequately protected and that such development will not create or increase downstream or upstream flood hazards.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget,
development review fees.

4.2.1(f) Through the development review process, encourage the use of pervious paving materials in hardscape areas; swale designs in landscape or grassy areas which slow runoff and maximize infiltration; and the discharge of roof drainage into pervious, greenbelt and seepage pit areas to reduce increases in downstream runoff resulting from new developments.

STATUS: New program.
RESPONSIBILITY: Public Works Department,
Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budgets,
development review fees.

4.2.1(g) Require that street and storm drain flood control systems be designed to accommodate identified storm flows.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget,
development review fees.

4.2.1(h) Ensure that major creeks, channels, and basins are kept clear of obstruction, and are regularly maintained.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department,
County Flood Control District.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets, Drainage
Benefit Assessment District.

4.2.1(i) Coordinate with the Environmental Protection Agency (EPA) to develop an urban stormwater management ordinance.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

NOISE

Noise has been an accepted part of modern life and the urbanization process. However, noise has been gaining increasing social attention and concern due to its effects on human health and welfare. Noise analysis is now considered to be an integral part of the planning process designed to protect the quality of life of area residents. Within the Lancaster General Plan study area, major noise sources include air installations (Edwards Air Force Base, Air Force Plant 42, and Fox Field); roadways (automobiles and trucks along city streets and state highways); Southern Pacific Railroad; and industrial and construction activities. A major focus of this section of the Plan for Public Health and Safety is to define "quiet," and to set standards which will ensure an appropriately quiet environment for the various land uses proposed within the Lancaster General Plan study area, recognizing the varying noise-sensitivity of these uses.

Objective 4.3 Promote noise compatible land use relationships by implementing the noise standards identified in Table III-1 to be utilized for design purposes in new development, and establishing a program to attenuate existing noise problems.

Table III-1
Noise Compatible Land Use Objectives

Land Use	Maximum Exterior CNEL	Maximum Interior CNEL
Rural, Single Family, Multiple Family Residential	65 dBA	45 dBA
Schools:		
Classrooms	65 dBA	45 dBA
Playgrounds	70 dBA	—
Libraries	—	50 dBA
Hospitals/Convalescent Facilities:		
Living Areas	—	50 dBA
Sleeping Areas	—	40 dBA
Commercial and Industrial	70 dBA	—
Office Areas	—	50 dBA

Policy 4.3.1: Ensure that noise-sensitive land uses and noise generators are located and designed in such a manner that City noise objectives will be achieved.

Specific Actions:

- 4.3.1(a) Where new development is proposed for areas within which the exterior or interior noise levels outlined in Table III-1 of Objective 4.3 are likely to be exceeded by existing or planned land uses, require a detailed noise attenuation study to be prepared by a qualified acoustical engineer, in order to determine appropriate mitigation and ways to incorporate such mitigation into project design.

STATUS: Existing program.
RESPONSIBILITY: Community Development,
Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Developers cost.

- 4.3.1(b) Enforce California Noise Insulation Standards¹ which apply to new multiple family development within a 60 CNEL noise contour adjacent to roads, transit lines, and manufacturing areas to ensure that the units have been designed to limit interior noise levels in habitable rooms to 45 CNEL with doors and windows closed.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget,
development review fees.

- 4.3.1(c) Advise school districts on potential noise conflicts when siting new schools.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

- 4.3.1(d) When proposed projects include uses that could be potentially significant noise generators, require noise analyses to be prepared by an acoustical expert, including specific recommendations for mitigation when: 1) the project is located in close proximity to noise sensitive land uses or land which is planned for noise sensitive land uses, or 2) the proposed noise source could violate the noise provisions of the General Plan or City ordinance.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget,
development review fees.

¹ Section 1092, Title 25, California Administrative Code.

4.3.1(e)

For purposes of consistency, require that noise reports incorporate the following methodology:

- Assume three (3) dBA attenuation with doubling of distance for the natural attenuation of noise emanating from roadways (with the exception of freeways where a 4.5 dBA attenuation with doubling of distance may be utilized).
- Use the daily design capacity of roadways as outlined in the Plan for Physical Mobility and the posted speed limit to quantify the design noise levels adjacent to master planned transportation routes for mitigation purposes.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget,
development review fees.

4.3.1(f)

Minimize motor vehicle noise impacts from streets and highways through proper route location and sensitive roadway design.

- Consideration shall be given to the location of truck routes, effects of truck mix, and future motor vehicle volumes on noise levels adjacent to master planned roadways when improvements to the circulation system are planned.
- Traffic volumes and speed through residential neighborhoods shall be minimized.
- Street or street improvements that exceed the ultimate right-of-way width specified in the Master Plan of Streets shall be required to evaluate potential noise impacts on existing and future land uses in the area.
- The City will work closely with Caltrans in the early stages of freeway improvements and design modifications to ensure that proper consideration is given to potential noise impacts on the City.

STATUS: Expand existing program.
RESPONSIBILITY: Community Development
Department, Public Works
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

- 4.3.1(g) In areas where existing residential development is heavily impacted by noise from various sources which can not be mitigated, facilitate the transition of residential use to those uses which are more noise compatible.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Lancaster
Redevelopment Agency.
TIME FRAME: Priority 4.
FUNDING SOURCE: Department budgets.

- 4.3.1(h) Ensure that new commercial and industrial activities (including the placement of mechanical equipment) are designed so that activities comply with the maximum noise level standards at the property line of adjacent uses, thereby minimizing impacts on adjacent uses (see Table III-1).

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Public Works
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets,
development review fees.

- 4.3.1(i) Ensure that the design and placement of air conditioning units and pool equipment within residential areas is accomplished in a manner which does not intrude upon the peace and quiet of adjacent noise sensitive uses.

STATUS: Existing program.
RESPONSIBILITY: Public Works and Community
Development Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets,
development review fees.

- Policy 4.3.2:** Wherever feasible, manage the generation of single event noise levels (SENL) from motor vehicles, trains, aircraft, commercial, industrial, construction, and other activities such that SENL levels are no greater than 15 dBA above the noise objectives included in the Plan for Public Health and Safety.

Specific Actions:

- 4.3.2(a) Review and respond to any proposals from military or civilian air installations involving new flight patterns, more intense operations over the City, or relocation or extension of runways which would create the potential for noise impacts on sensitive land uses within the City in a manner consistent with other noise policies contained herein.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

- 4.3.2(b) Work with the Air Force, Los Angeles Department of Airports, and other appropriate agencies to maintain noise-reducing flight procedures for airplanes and helicopters, such as maintaining minimum flight altitudes, using less noise sensitive flight paths, or flying during less sensitive hours.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

- 4.3.2(c) Participate in the planning activities of SCAG and the Los Angeles Department of Airports relative to the expansion of activities (and the assessment of their impacts) at Palmdale Regional Airport and the potential development of lands owned by the Los Angeles Department of Airports east of Plant 42.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

- 4.3.2(d) As a condition of approval, limit non-emergency construction activities adjacent to existing noise-sensitive uses to daylight hours between 6:30 am and 8:00 pm, except in emergency situations.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department, Public Works
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets,
development review fees.

Policy 4.3.3: Ensure that the provision of noise attenuation does not create significant negative visual impacts.

Specific Actions:

4.3.3(a) In reviewing noise impacts, utilize site and architectural design features to mitigate impacts on sensitive land uses in conjunction with the provision of noise barriers. Design techniques to be considered in mitigating potential noise impacts include:

SITE DESIGN

- The use of building setbacks and dedication of noise easements to increase the distance between the noise source and receiver.
- The location of uses and orientation of buildings which are compatible with higher noise levels adjacent to noise generators or in clusters to shield more noise sensitive areas and uses.
- The placement of noise tolerant land uses, such as parking areas, between the noise source and receiver.
- The placement of noise tolerant structures such as garages or carports to shield noise-sensitive areas.
- Clustering of office, commercial, or multiple family residential structures to reduce interior open space noise levels.

ARCHITECTURAL DESIGN

- The use of dense building materials.
- Tight fitting doors, ceilings, and floors.
- The use of double glazed and double pane windows, the placement of unopenable windows on the side of the structure facing a major roadway, and the placement of entry doors on the side of the building facing away from the major roadway.
- Avoid balconies and patio areas facing major transportation routes.

STATUS:	New program.
RESPONSIBILITY:	Community Development Department, Public Works Department.
TIME FRAME:	Priority 1.
FUNDING SOURCE:	Department budgets, development review fees.

4.3.3(b)

Whenever feasible, require the use of noise barriers (walls, berms, or a combination thereof) to reduce significant noise impacts.

- Noise barriers must be massive enough to prevent significant noise transmission and high enough to shield the receiver from the noise source.
- The barrier must be carefully constructed so that there are no cracks or openings.
- The barrier must interrupt the line-of-sight between the noise source and the noise receiver.
- The effects of flanking should be minimized by bending the barrier back from the noise source at the end of the barrier. (Flanking is a term used to describe the manner by which the performance of a noise barrier is compromised by noise passing around the end of the barrier).
- Require landscaping treatment to be provided in conjunction with noise barriers to provide visual relief and to reduce aesthetic impacts.

STATUS:	New program.
RESPONSIBILITY:	Community Development Department, Public Works Department.
TIME FRAME:	Priority 1.
FUNDING SOURCE:	Department budgets, development review fees.

4.3.3(c)

Implement the provisions of the Plan for Physical Development relative to the construction of walls. (For implementation information, see specific actions listed in the section referenced.)

AIR INSTALLATION LAND USE COMPATIBILITY

The General Plan study area is affected by three air installations. These are U.S. Air Force Plant 42 (Palmdale Regional Airport), Fox Field, and Edwards Air Force Base. Accident potential and aircraft noise are major considerations in the planning process for lands surrounding these facilities.

The major purpose of this section is to ensure the safety of Lancaster residents and workers, as well as those persons using area airport facilities. It is the intent of the City of Lancaster that the Air Installation Land Use Compatibility policies contained herein fulfill State requirements for preparation of airport land use plans.

Objective 4.4

Ensure compatibility between land uses in the City of Lancaster and air operations from U.S. Air Force Plant 42 (Palmdale Regional Airport), Fox Field, and Edwards Air Force Base.

Policy 4.4.1: Limit the type and intensity of development surrounding Air Force Plant 42, consistent with the recommendations of the Joint Land Use Committee's study and the AICUZ Report for Plant 42.

Specific Actions:

4.4.1(a) Revise the zoning ordinance to limit the intensity of development within the accident potential zone (APZ) identified on the land use map contained in The Plan for Physical Development as follows:

Residential Uses: not to exceed one dwelling unit per two and one-half acres (0.4 du/ac).

Non-Residential Uses: no more than an average of 25 persons per acre per hour during a 24 hour period. No more than 50 persons per acre at any one time. Lot average by buildings shall not exceed 40 percent of the site.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

4.4.1(b) Evaluate sites within the accident potential zone for redesignation to open space uses which are low intensity in nature, such as Joshua tree preservation areas and nature preserves.

STATUS: New program.
RESPONSIBILITY: Community Development Department
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

4.4.1(c) Through the development review process, condition approval of projects within the accident potential zone, 65 CNEL contour, and the Overflight Area to require avigation easements.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

4.4.1(d) Require as a condition of approval for tentative maps or parcel maps within the accident potential zone that disclosure statements which declare that the property is located within the accident potential zone and is exposed to aircraft noise be included with any sale or transfer of property in this zone.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

4.4.1(e) Conduct a study to review currently developed areas within the 65 CNEL contour and the Overflight Area to evaluate the possibility of converting, through the redevelopment process, those uses to airport compatible uses.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Redevelopment
Agency.
TIME FRAME: Priority 4.
FUNDING SOURCE: Department budgets.

4.4.1(f) In order to protect residents from aircraft generated noises, prohibit the redesignation of land within the 65 CNEL contour and the Overflight Area currently designated industrial or commercial on the general plan map to residential or other incompatible land uses.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

4.4.1(g) In order to protect residents from aircraft generated noise, prohibit the redesignation of residential land within the 65 CNEL contour to increased residential densities.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

4.4.1(h) Conduct a study to examine the potential redesignation of existing residential land use designations within the 65 CNEL contour to airport compatible designations.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

- 4.4.1(i) Conduct a study to examine the possibility of developing a means of obtaining aviation easements from all properties within the 65 CNEL contour and the Overflight Area.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

- 4.4.1(j) Cooperate in the preparation of a Joint Air Force Plant 42/ City of Los Angeles Department of Airports/City of Palmdale/City of Lancaster Part 150 Study to determine the need for soundproofing existing residential development, to mitigate the impact of aviation activities at Plant 42 through use of FAA funding.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

- 4.4.1(k) Discourage development of noise sensitive receptors, such as hospitals and schools, within the 65 CNEL contour and the Overflight Area.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

- 4.4.1(l) Discourage higher density residential uses and encourage, in order of priority, industrial, commercial, and low density residential land use designations within the 65 CNEL contour and the Overflight Area.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

- 4.4.1(m) The State Airport Land Use Planning Handbook indicates that standard Accident Potential Zones should be used as safety zones for military airports. Within such safety zones of US Air Force Plan 42, where the zones fall within the City of Lancaster, the Zoning Ordinance shall be amended to prohibit the following uses in the Accident Potential Zone:

"Any use which would direct a steady light or flashing light of red, white, green, or amber colors associated with airport operations toward an aircraft engaged in an initial straight climb following takeoff or toward an aircraft engaged in

a straight final approach toward a landing at U.S. Air Force Plant 42 other than an FAA approved navigational signal light or visual approach slope indicator.

"Any use which would cause sunlight to be reflected toward an aircraft engaged in an initial straight climb following takeoff or toward an aircraft engaged in an straight final approach toward a landing at US Air Force Plant 42.

"Any use which would generate smoke or which would attract large concentrations of birds, or which may otherwise affect safe air navigation within the Accident Potential Zone.

"Any use which would generate electrical or other interference that may be detrimental to the operation of aircraft and/or aircraft instrumentation."

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

Policy 4.4.2: Limit the uses surrounding airport facilities at Fox Field, Edwards Air Force Base, and Plant 42 to ensure their continued safe operation.

Specific Actions:

4.4.2(a) Review and route through appropriate agencies individual development proposals in the vicinity of Fox Field and Air Force Plant 42 for compliance with Federal Aviation Regulations (FAR) Part 77 height limitations; ensure that new development complies with FAR Part 77.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department, Public Works
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets,
development review fees.

4.4.2(b) Work with the Los Angeles County Regional Planning Commission and other affected agencies to revise the zoning ordinance as necessary to bring the City into conformance with California Airport Land Use Planning guidelines.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

Policy 4.4.3:

Ensure that adequate public notification regarding aircraft activities is provided to new residents in areas subject to aircraft overflights around Plant 42, Edwards Air Force Base and Fox Field.

Specific Actions:

4.4.3(a)

As a condition of approval for new residential development (including construction of single family residences on existing lots), require that aviation easements be granted to the following entities in the specific situations specified below:

To Air Force Plant 42 and the Los Angeles Department of Airports: Lands within the projected 65 CNEL, the accident potential zone (APZ-II) and the designated Overflight Area.

To Edwards Air Force Base: Lands located west of Edwards Air Force Base, north of Avenue D (east of 140th Street West) and north of Avenue E (West of 140th Street West); south of the base, north of Avenue G, between Sierra Highway and 40th Street East; and south of the base, north of Avenue F, east of 40th Street East.

To Los Angeles County or any successor in interest thereto: Lands within the projected 65 CNEL noise contour of Fox Field.

STATUS:	Expansion of existing program.
RESPONSIBILITY:	Community Development Department.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Department budget, development review fees.

Policy 4.4.4:

Support the completion of the Joint Land Use Study (JLUS) by Edwards Air Force Base.

Specific Actions:

4.4.4(a)

Participate in the preparation of the JLUS for Edwards Air Force Base.

STATUS:	Existing program.
RESPONSIBILITY:	Community Development Department.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Department budget.

Policy 4.4.5: Implement the provisions of State regulations addressing airport land use issues.

Specific Actions:

4.4.5(a) Review new and/or proposed legislation on airport land use issues to determine the applicability to the City of Lancaster and to implement and provide comment on the legislation as required.

STATUS:	Existing program.
RESPONSIBILITY:	Community Development Department.
TIME FRAME:	Ongoing.
FUNDING:	Department budget.

HAZARDOUS MATERIALS

The use, storage, transportation, and creation of hazardous materials is widespread today in industrial, business, agricultural, and residential settings. It is essential that regulations controlling the transport, use, storage, and disposal of hazardous materials be enforced to provide the greatest possible protection to the public from accidental occurrences.

To a great extent, the transportation, storage, use, and disposal of hazardous materials is regulated by federal, state, and county agencies, precluding action by the City. There are however, well defined areas within which the City has the responsibility to enforce hazardous material regulations. It is the purpose of this section to provide those regulations.

Objective 4.5 Protect life and property from the potential detrimental effects (short and long term) of the transportation, storage, treatment, and disposal of hazardous materials and wastes within the City of Lancaster.

Policy 4.5.1: Ensure that activities within the City of Lancaster transport, use, store, and dispose of hazardous materials in a responsible manner which protects the public health and safety.

Specific Actions:

4.5.1(a) Implement the goals and policies of the Los Angeles County Forest or Fire Warden Hazardous Material Control Program by:

- ensuring the availability of safe and legal options for the management of hazardous waste generated within the City;
- reviewing all proposals for hazardous waste facility projects within the City for consistency with the adopted Los Angeles County Hazardous Waste Management Plan.

- ensuring that the requirements of the California Environmental Quality Act, as amended, is enforced for siting, operating and closing a hazardous waste facility, as set forth in state law.
- ensuring that sites for specified hazardous waste facilities are located as close to the areas of generation as possible and that residual repository facilities are located in more distant areas as far as possible from urbanized, populated, and congested areas.
- reviewing annually and updating accordingly the City of Lancaster Hazardous Waste Ordinance No. 560 for compliance with Assembly Bill 2948 (Tanner) and any subsequent pertinent legislation.
- reviewing legislation as approved by the legislature for its application to the City and implementing it as required by law.

STATUS: Existing program.
 RESPONSIBILITY: Public Works Department and
 Community Development
 Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budgets.

4.5.1(b)

Coordinate with Los Angeles County to ensure that commercial and industrial activities comply with all federal, state, county, and local laws regulating hazardous materials and wastes.

STATUS: Existing program.
 RESPONSIBILITY: Public Works Department,
 Community Development
 Department, and Fire
 Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budgets.

4.5.1(c)

Any business that uses, generates, processes, stores, treats, emits, or discharges a hazardous material shall submit a Hazardous Materials Business Plan, including a Hazardous Waste Contingency Plan to Los Angeles County as required by law.

STATUS: Existing program.
 RESPONSIBILITY: Community Development
 Department and Public Works
 Departments.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budgets.

4.5.1(d) - Review the City's Hazardous Waste Management Ordinance annually to ensure that uses which treat hazardous wastes generated off-site and on-site, as well as uses which may pose a significant risk to public health, safety, and welfare by receiving, utilizing, storing, transporting, or disposing of hazardous waste and materials, are being located in areas which are planned and zoned for industrial use, accessible to the Antelope Valley Freeway without the need to travel through residential areas, and are located at least 2,000 feet from the nearest area planned for residential use.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing
FUNDING SOURCE: Department budget.

4.5.1(e) Establish a periodic household hazardous waste collection program.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Tipping fees.

CRIME PREVENTION AND PROTECTION SERVICES

Future development within the City of Lancaster and its General Plan study area will require significant expansion of existing crime prevention and protection services. The study area is currently served from a single Sheriff's station; ultimately, additional stations may be needed to provide adequate service. By instituting building standards, design features, and safety equipment requirements that reduce opportunities for crime, the need for additional officers and facilities can be reduced, while at the same time providing a safe environment.

Objective 4.6 Reduce the risk of crime and provide residents with security through maintenance of an adequate force of peace officers, physical planning strategies that maximize surveillance, minimize opportunities for crimes, and by creating a high level of public awareness and support for crime prevention.

Policy 4.6.1: Ensure that an adequate police force is provided to the citizens and businesses of the City of Lancaster.

Specific Actions:

- 4.6.1(a) As part of preparation of the annual budget and development of the multi-year capital improvement program, work with the Sheriff's Department to conduct an annual assessment of crime prevention and law enforcement services, evaluating adequacy of facilities and equipment serving the City; the status and adequacy of mutual aid agreements; personnel staffing and program needs; and equipment, facility, and staffing needs based on anticipated growth, level of service, and crime rates.

STATUS: Existing program.
RESPONSIBILITY: City Manager's Office, Sheriff's Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

- 4.6.1(b) In cooperation with the Sheriff's Department, establish a program to monitor the effectiveness of crime prevention programs and to identify sources of funding for such programs.

STATUS: New program.
RESPONSIBILITY: City Manager's Office, Sheriff's Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

- Policy 4.6.2:** Ensure that the design of new development discourages opportunities for criminal activities to the maximum extent possible.

Specific Actions:

- 4.6.2(a) Involve law enforcement personnel in the development review process for all new development proposals through participation in the Development Review Committee and by referring development requests to the Sheriff's Department for review and comment.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department, Los Angeles County Sheriff's Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets, development review fees.

4.6.2(b)

Discourage crime through the incorporation of "defensible space" concepts into the design of dwellings and structures as follows:

RESIDENTIAL

- provide well lighted and visible streets and street names, entrances, and house numbers
- avoid "flag lots" except where there are no other feasible options for subdivision of property
- provide well lighted and, where possible, windowed apartment stair wells
- limit access into and between buildings so escape routes are fewer and undetected entrances are more difficult
- provide visually well defined separation between public and private areas
- place windows so as to allow easy resident surveillance of yards, corridors, entrances, parking areas, streets and other public and semi-public places
- provide landscaping which permits surveillance of open areas and entryways, and does not create places for concealment
- locate kitchen and living areas so as to facilitate surveillance
- eliminate undefined hallways, especially double-loaded corridors shared by large numbers of families
- design entries and circulation corridors so that as few families as possible share a common lobby, facilitating the recognition of strangers

INDUSTRIAL AND COMMERCIAL

- provide landscaping, buildings and wall location, etc. to facilitate surveillance from the street and from neighboring structures, without providing places for concealment
- design the street system and driveways to allow emergency vehicle access around buildings, to the greatest extent possible
- locate parking and walkways where surveillance from streets or by an attendant is possible to reduce worker or customer isolation when walking to and from cars

- limit access to buildings or building groups, as well as access between buildings so escape routes are fewer, and entrance into the building is made more difficult
- eliminate the potential for access to roofs by pallets, flag poles, etc.
- keep first floor windows to a minimum, make such windows burglar resistant, and/or place them so as to promote surveillance from adjacent streets
- where possible, design areas so that they can be sealed off when not in use
- install alarm systems on a zone basis so that the entire area does not need to be sealed off in an emergency
- provide adequate illumination of street names and building numbers for easy identification.

RECREATION AREAS

- provide adequate lighting
- design facilities to promote surveillance from streets and nearby buildings
- locate park buildings and high use activities near streets.

STREET DESIGN

- provide adequate off-street parking in commercial areas and near public facilities for the purpose of minimizing parking violations
- provide proper street design and traffic control devices for the purpose of minimizing moving violations
- provide adequate street lighting in urban areas for maximum surveillance and visibility.

STATUS:	Existing program.
RESPONSIBILITY:	Development Review Committee.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Development review fees.

Policy 4.6.3: Promote community involvement in crime prevention activities.

Specific Actions:

- 4.6.3(a) Promote the establishment of neighborhood watch and business watch programs to encourage community participation in the patrol of neighborhood areas, and increased awareness of any suspicious activity.
- STATUS: Existing program.
RESPONSIBILITY: Sheriff's Department under contract to City.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.
- 4.6.3(b) Utilize the quarterly *Outlook* publication to publish articles on crime prevention.
- STATUS: New program.
RESPONSIBILITY: Public Information Officer, Los Angeles County Sheriff's Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budgets.
- 4.6.3(c) Work with local school districts and the Sheriff's Department to maintain educational programs aimed at preventing gang and drug-related activities.
- STATUS: Existing program.
RESPONSIBILITY: City Manager's Office, Sheriff's Department, area school districts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Agency budgets.
- 4.6.3(d) Implement the provisions of the Plan for Municipal Services and Facilities related to the provision of Sheriff's services. (For implementation information, see specific actions listed in the section referenced.)

FIRE PREVENTION AND SUPPRESSION SERVICES

Fire protection in the City of Lancaster and its General Plan study area is provided by the Los Angeles County Fire Department. Much of the undeveloped area is comprised of dry desert vegetation that is prone to periodic burning, but not to the same extent as the heavily brushed areas of Southern California mountains. Regulation of development within potential natural fire hazard areas and ensuring that adequate fire facilities are available will be important to ensure that life and property are protected to the maximum feasible extent.

- Objective 4.7** Ensure that development occurs in a manner that minimizes the risk of structural and wildland fire.
- Policy 4.7.1:** Ensure that an adequate number of fire stations and adequate fire fighting equipment and personnel are provided to protect the citizens and businesses of the City of Lancaster.

Specific Actions:

- 4.7.1(a) In cooperation with the Fire Department, conduct an annual assessment of fire prevention and suppression services, evaluating adequacy of facilities and equipment serving the City; the status and adequacy of mutual aid agreements; personnel staffing and program needs; and equipment, facility, and staffing needs based on anticipated growth, level of service, and incident rates.
- STATUS: Existing program.
RESPONSIBILITY: City Manager's Office, Fire Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.
- 4.7.1(b) In cooperation with the Fire Department, establish a program to monitor the effectiveness of fire prevention and education programs and to identify sources of funding for such programs.
- STATUS: Expand existing program.
RESPONSIBILITY: City Manager's Office, Fire Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.
- 4.7.1(c) Involve fire department personnel in the development review process for all new development proposals through participation in the Development Review Committee and by referring development requests to the Fire Department for review and comment.
- STATUS: Existing program.
RESPONSIBILITY: Community Development Department and Los Angeles County Fire Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets, development review fees.
- 4.7.1(d) Implement the provisions of the Plan for Municipal Services and Facilities related to the provision of Fire Department facilities and services. (For implementation information, see specific actions listed in the section referenced.)

Policy 4.7.2: Support programs aimed at the prevention of fires.

Specific Actions:

4.7.2(a) Cooperate with the Fire Department, California Department of Forestry, and the U. S. Forest Service to continue a regular program of "controlled burning" where such a program will reduce the long-term risk of a disastrous fire.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

Policy 4.7.3: Ensure that the design of new development minimizes the potential for fire.

Specific Actions:

4.7.3(a) Review ordinances to determine the appropriateness of revisions to require the use of fire resistant roofs in residential developments.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

4.7.3(b) In conjunction with the Fire Department review the adequacy of ordinances requiring fire sprinklers, and investigate the feasibility of requiring fire sprinklers in residential structures where the fire suppression service levels outlined in Objective 15.1 cannot be met.

STATUS: New program.
RESPONSIBILITY: Public Works Department, Fire Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

Policy 4.7.4: Promote community involvement in fire prevention activities.

Specific Actions:

4.7.4(a) Utilize the quarterly *Outlook* publication to publish articles on fire prevention.

STATUS: New program.
RESPONSIBILITY: Administration, Public Information Office.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budgets.

4.7.4(b)

Work with the Fire Department and local school districts to maintain educational programs aimed at preventing fires.

STATUS:	Existing program.
RESPONSIBILITY:	City Manager's Office, Fire Department, area school districts.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Agency budgets.

Goal 5

To provide a system of emergency services which is adequate to meet routine emergencies, as well as major catastrophic situations.

DISASTER PREPAREDNESS

The maintenance of an adequate disaster preparedness plan and the ability to implement that plan are critical to the safety of residents and businesses during an emergency. To ensure the maximum feasible protection, coordination between numerous agencies in the City and surrounding jurisdictions is necessary.

Objective 5.1 Maintain a level of preparedness to respond to emergency situations which will save lives, protect property, and facilitate recovery with a minimum of disruption.

Policy 5.1.1: Expand access to resources through the coordination and cooperation in planning and operations along multi agency and jurisdictional lines to ensure adequate public services during major emergencies.

Specific Actions:

5.1.1(a) Conduct an annual assessment of the status of the City's Multihazard Functional Plan, including preparation of necessary revisions to ensure that the plan is kept up to date.

STATUS:	Existing program.
RESPONSIBILITY:	City Manager's Office.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Department budget.

5.1.1(b) Maintain an effective and properly staffed, trained, and equipped emergency operations center (EOC) for receiving emergency calls, providing initial response, providing for key support to major incidents, meeting the demands of automatic and mutual aid programs as well as major incident and disaster operations, and maintaining emergency incident statistical data.

STATUS:	Existing program.
RESPONSIBILITY:	City Manager's Office and Los Angeles County Sheriff's Department.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Department budgets.

- 5.1.1(c) Maintain ongoing coordination and cooperation with participating jurisdictions, and monitor new opportunities for joint-powers agreements, new facilities, and/or operations which will improve regional capabilities to respond to disaster situations.

STATUS: Existing program.
RESPONSIBILITY: City Manager's Office.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

EMERGENCY MEDICAL FACILITIES

The existence of quality medical facilities is a necessary part of the health and safety of residents, and is an important quality of life issue. The growing population of Lancaster and the Antelope Valley will require expanding medical services and facilities over time, especially services and facilities for children and the elderly. The wide geographic distribution of residents in the Lancaster area will necessitate new facilities, including a facility to serve residents in the eastern portion of the City, to ensure that local emergency medical facilities are available to all residents.

Objective 5.2 Ensure the provision of quality medical facilities and services to meet the needs of area residents.

Policy 5.2.1: Facilitate the provision of quality medical and emergency medical facilities to meet the needs of Lancaster residents and businesses.

Specific Actions:

- 5.2.1(a) Review zoning ordinance provisions regarding the development of hospitals and emergency medical facilities to identify and revise possible unnecessary constraints on their development.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

- 5.2.1(b) Work with health care planning agencies to establish a hospital facility in the area east of the Southern Pacific Railroad line.

STATUS: New program.
RESPONSIBILITY: Administration.
TIME FRAME: Priority 4.
FUNDING SOURCE: Health Care Providers.

5.2.1(c) - Work with health care planning agencies to re-establish a trauma center within the City of Lancaster.

STATUS: New program.
RESPONSIBILITY: Lancaster Redevelopment Agency.
TIME FRAME: Priority 4.
FUNDING SOURCE: Health Care Providers.

5.2.1(d) Review zoning ordinance provisions regarding the development of convalescent and nursing facilities for the aged to identify and revise possible unnecessary constraints on their development.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

PLAN FOR
THE LIVING
ENVIRONMENT

IV. PLAN FOR THE LIVING ENVIRONMENT

INTRODUCTION

The State Legislature has declared in California planning law that "...the availability of housing is of vital statewide importance and the early attainment of decent housing and a suitable living environment for every California family is a priority of the highest order." The Plan for the Living Environment is intended to evaluate the housing within which the people of Lancaster reside, as well as the various services amenities which are critical to maintaining the type of living environment desired by the citizens of Lancaster. This plan focuses on the components of the community's shelter, culture, and lifestyle. This plan also focuses on the manner in which those in need can be helped so that all may share in achieving a high quality of life.

The Plan for the Living Environment addresses the following issues:

- Population and Housing
 - Schools
 - Parks
 - Pedestrian, Equestrian and Bicycle Trails
 - Historical and Cultural Resources
 - Social Services
-

ISSUES, OPPORTUNITIES, AND FINDINGS

• POPULATION AND HOUSING

- ◇ Recent rapid increases in population and housing have resulted from the relative affordability of local housing. Many former residents of the Los Angeles area who had been priced out of that market have moved to Lancaster and the Antelope Valley to purchase a home.
- ◇ The majority of new residents who have moved to Lancaster for affordable housing commute to distant job locations in the Los Angeles Basin. Thus, the rate of housing and population growth has far exceeded the rate of employment growth. A number of environmental and social consequences can be attributed to this imbalance:
 - Regional air pollutant emissions are high as the result of long commutes not only for Lancaster and Antelope Valley residents, but also in many other communities at the fringe of the Los Angeles metropolitan area.
 - Area roadways and the Antelope Valley Freeway suffer significant congestion from high rates of peak hour traffic.
 - Commuters have little time for family life, let alone community involvement.
 - The combination of commuting and double income households results in a significant need for child care services which might not be affordable to all who need them.
 - A significant amount of sales tax dollars which might otherwise be spent in Lancaster are spent outside of the City near distant places of employment.
- ◇ There is a substantial number of young families with children and young adults moving into Lancaster. In addition there are many people residing in the City who are at or near the household formation age. As a result, in addition to a need for housing to accommodate people moving into the area for affordable housing, there is and will be a need for housing to accommodate the City's own "baby boom."
- ◇ The majority of housing in the Lancaster General Plan study area is composed of detached single family homes, but between 1983 and 1987, there was a boom in the construction of multi-family units.
- ◇ As a result of the multi-family housing boom, many residents within single family areas raised concerns over future expansion of the multi-family housing stock. Presently, residential development is almost exclusively single family. This may pose long-term problems for the City, as the area may be investing in a relatively narrow range of housing.

- ◇ At present, it is difficult (although not impossible) to produce detached residential products which are affordable to low and moderate income households. A variety of housing needs to be provided for all economic segments of the population, including a variety of single family homes, multi-family units, and mobile homes.
- ◇ Historically, housing prices in the City of Lancaster have been up to 40 percent lower than in the Los Angeles basin, but there is still a significant population residing within the City who cannot afford to purchase housing; the price of single family homes is out of reach for many people. A significant number of low and moderate income residents cannot find even rental housing in Lancaster which is affordable.
- ◇ Programs are needed to increase low and very low income units and to protect units that are currently affordable and at risk of conversion to market rate rents.
- ◇ There is a need to provide for special needs populations, such as the elderly, female-head-of-households, handicapped households, large family households, minority households, military households, farm worker households, and the homeless. The needs of these populations require special consideration, as they often experience difficulty in obtaining housing.
- ◇ Vacancy rates in the City of Lancaster have historically been moderate to fairly low for both single and multi-family dwellings, but have risen considerably in the last year. This is due to a high inventory of new housing, a decrease in the desire for people to commute long distances to work, and uncertain economic times.
- ◇ The majority of housing in Lancaster has been built within the last twenty years, and is in good condition; however some units, particularly multi-family units in the downtown area require some repairs. Rehabilitation programs will be needed in the future because housing units in need of repair are often inhabited by the elderly and low income persons who cannot afford to pay for rehabilitation.
- ◇ Certain areas east of the railroad have been developed for single and multiple family housing, but are located within growing industrial areas. Many of these areas are generally lacking in public improvements, and not suitable for long-term residential use due to the proximity of industrial development and high noise levels from the railroad and aircraft operations from Plant 42.

• SCHOOLS

- ◇ The City of Lancaster and its General Plan study area are served by portions of four different school districts and one community college district.

- ◇ Many schools are presently overcrowded as the result of recent rapid growth. This will continue into the future, unless new schools are built or alternatives are found. Student populations have been increasing at 8 to 15 percent per year, and will continue to increase as the City builds out. Since large numbers of young families and young couples are moving into the City, the City is experiencing a baby boom. As a result, student enrollment will begin to increase faster than housing development in the next few years, making it necessary to plan now for future school facilities.
- ◇ Funding for construction of new schools will continue to be scarce. Cooperative problem solving between area school districts and the City will be necessary to attempt to solve school overcrowding problems.
- ◇ In addition to the need for elementary, middle, and high schools, as the population grows, there will be a need for expansion of Antelope Valley Community College.
- ◇ There will also be a need for a four-year college within the Antelope Valley.

- **PARKS AND RECREATION**

- ◇ Currently, there are substantial recreational opportunities within the City of Lancaster; however, the facilities are concentrated around the central area.
- ◇ In the past, the City concentrated on providing quality park facilities as opposed to amassing land area. As a result, Lancaster residents enjoy substantial recreational facilities, but there is a shortage of park land in relation to population.
- ◇ The provision of park facilities is a high community priority; therefore General Plan programs need to be established to ensure that facilities are provided in adequate numbers when they are needed.
- ◇ As the price of purchasing and maintaining parks continues to rise, a clear method to finance park acquisition and development will be needed. It will be desirable to acquire park land well in advance of need to reduce acquisition costs.

- **PEDESTRIAN, EQUESTRIAN, AND BICYCLE TRAILS**

- ◇ A multi-purpose urban and rural trails system has been requested by residents for many years. A proposed trails plan is needed to incorporate pedestrian, bicycle, and equestrian trails. The purpose of the trails system is to provide various means of exercise and relaxation, and to provide alternative modes of transportation. These trails would link recreational facilities, schools, and commercial areas within the City together, and link the City and its sphere of influence to regional trails systems.

- ◊ The open areas and scenic resources in the study area afford Lancaster the opportunity to provide an interesting and functional trails system. However, as development continues, the opportunity to develop trails declines.

- HISTORICAL, ARCHAEOLOGICAL, AND CULTURAL RESOURCES

- ◊ Lancaster has a rich history, stretching from ancient Indian settlements to pioneer settlements and turn of the century farms and ranches. However, only a few structures remain. These buildings have become focal points for historical societies and preservationists.
- ◊ Within many parts of the study area, especially in the areas adjacent to the foothills and along washes and other areas, it is possible that artifacts from the past might be found. Archaeological investigations prior to development will be important, along with the continued preservation of remaining historic buildings in the City. Presently there is no building within the General Plan study area to house historical, archaeological, or cultural artifacts.
- ◊ The City has several facilities, primarily located in the central area, that are the focus of cultural activities in the City. These provide excellent programs, but are centralized, and may pose a problem for residents living on the City's urban fringe.

- SOCIAL SERVICES

- ◊ There are a variety of social services in the City of Lancaster, but with the changing population structure, there is a need in Lancaster to increase social services for children and special needs populations.
 - ◊ Individual needs include comprehensive social programs for young children, facilities for teens and seniors; services to assist in helping residents cope with "commuteritis" problems, such as child and domestic abuse; a local safe house for runaways and additional homeless shelters; additional medical services for the increasing population of elderly and pediatric services for the growing number of infants and children in Lancaster.
 - ◊ The primary responsibility for providing social services within Lancaster falls to agencies other than the City. As a result, the City's primary role in the provision of social services is as an advocate for its citizens, and not as a service provider.
-

GOALS, OBJECTIVES, POLICIES, AND ACTIONS

Goal 6

To promote sufficient housing to meet the diverse housing needs of all economic segments of the present and future City of Lancaster.

PROVISION OF ADEQUATE SITES FOR HOUSING

The State Legislature has declared that local governments "have a responsibility ... to make adequate provision for the housing needs of all economic segments of the community." Unfortunately, the housing market is generally not able to produce housing which is affordable to very low, low, and sometimes even moderate income households, without some form of government assistance.

In addition, certain communities have become impacted with more than their fair share of housing for very low, low, and moderate income households, while other communities provide housing exclusively for upper income residents. As a result, State law requires that individual communities accommodate their "fair share" of households of all economic groups. Within the Southern California region, the Southern California Association of Governments (SCAG) is responsible for preparing a Regional Housing Needs Assessment to identify the fair share of regional growth which individual communities must strive to achieve over the next five years.

The following outlines Lancaster's proposed program to ensure that an adequate amount of housing is provided over the next five years to accommodate its fair share of regional housing needs. The following also outlines the City's program to ensure that adequate housing opportunities are available to all economic segments of the community.

Objective 6.1 Provide adequate sites to meet regional housing responsibilities by accommodating a **minimum annual average** of 2,347 housing units through 1995 to meet the demands of present and future residents, including an adequate number and range of new dwelling types which are affordable to very low, low, moderate and upper income households (see Table IV-1)¹.

Policy 6.1.1: Ensure that a mix of housing types are provided, including single family detached, mobile home, and multiple family housing within a variety of price ranges which will provide a range of housing options for those wishing to reside within the City of Lancaster, and which will enable the City to achieve Objective 6.1 in Table IV-1.

¹ See Section I "Quantified Objectives" of the Housing Element for current information regarding the City's ability to meet Regional Housing Needs numbers.

Table IV-1
Annualized Housing Objectives
 (From Table IV-B-25 of the State of the City
 Report)¹

Income Category	Housing Units
Very Low Income (0-50%)	353
Low Income (50-80%)	476
Moderate Income (80-120%)	449
Upper Income (Over 120%)	1,069
TOTAL	2,347

Source: Regional Housing Needs Assessment

Specific Actions:

6.1.1(a)

In order to maintain current information concerning housing production, compile a quarterly Development Summary Report, identifying the location, size, and type of residential development proposals submitted to the City, as well as their status. It is intended that this summary report will track projects from submittal through recordation of subdivision maps through building permits and issuance of occupancy permits through project completion. (See also Specific Actions 9.1.2(b) and 15.1.1(a).)

STATUS: Existing program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budget.

¹ See Section I "Quantified Objectives" of the Housing Element for current information regarding the City's ability to meet Regional Housing Needs numbers.

- 6.1.1(b) Establish a monitoring program which identifies the type and cost of housing being produced within Lancaster, as well as the availability of vacant land which can be used in the short-term (next five years) to accommodate a variety of housing types. As part of the City's General Plan Annual Review, prepare a status report which evaluates program and production goals outlined in this plan and revise as necessary to meet the needs for housing that is affordable to very low, low, and moderate income households.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Redevelopment
Agency, and Public Works
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: City general fund, development
review fees, tax increments;
sales of annual reports.

- 6.1.1(c) If multi-year construction trends, as evidenced by the quarterly Development Summary Report and the Annual Status Report, indicate that housing unit development will fall short of the City's needs as established in Objective 6.1, consider revisions to, or adoption of, housing incentive programs such as expansion of the Lancaster Redevelopment Agency housing incentive program to include affordable multi-family projects, waiver and/or deferral of processing and development impact fees, and relaxation of parking requirements and reduced street standards to encourage construction of those categories where it appears that actual construction will not meet identified needs.

STATUS: New program
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

- 6.1.1(d) As part of the City's General Plan Annual Review and Status Report, evaluate specifically the effect of requiring a conditional use permit for multiple family projects of 10 or more units and revise these requirements if it is determined that the conditional use permit process is resulting in an impediment to the development of multiple family affordable housing. Possible modifications could include an increase of the minimum number of units that would trigger the requirement for a conditional use permit, relaxation of the density provisions of the Zoning Ordinance, adoption of a fast-track processing schedule for affordable projects, waiving of processing fees in connection with affordable projects, or elimination of the requirement for a conditional use permit. The type and degree of revision will relate to the type and degree of the impediment documented.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

Policy 6.1.2: Promote infill housing development within areas presently approved for residential development, as well as areas which have been committed to urban development.

Specific Actions:

- 6.1.2(a) Continue to enhance development opportunities for the construction of affordable housing through owner participation agreements, the provision of technical assistance, and use of real property acquisition powers of the Lancaster Redevelopment Agency which action results in the consolidation of small, infill parcels and the development of affordable housing. An example of a current project which the Redevelopment Agency is implementing is the Cedar Street Associates' senior citizen's apartment development cited as item 5 in Table HE-I-1 of the Housing Element.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Agency budget.

- 6.1.2(b) Revise the Zoning Ordinance to allow the development of mixed use projects such as: related office uses in conjunction with housing for the aged, infirm, or convalescent, or limited residential occupancies above neighborhood-type commercial uses, using strict development standards to ensure the desirability of dwellings so produced. Specific steps to achieve this program include: 1) study mixed use zoning provisions in other cities; 2) conduct study sessions and public presentations to illustrate the benefits of mixed use projects; and 3) draft development standards as necessary to allow development of mixed use projects.

STATUS: New program.
RESPONSIBILITY: Community Development
 Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: City general fund, development
 review fees.

- 6.1.2(c) Conduct a survey to identify vacant buildings within the City which could be re-used for housing for very low, low, and moderate income households or as shelter for homeless persons, and discuss conversion possibilities with property owners and the County Housing Authority, and the Lancaster Redevelopment Agency. If conversion opportunities are feasible, prepare implementation strategies.

STATUS: New program.
RESPONSIBILITY: Community Development
 Department, Public Works
 Department, Redevelopment
 Agency.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

Policy 6.1.3: Promote efforts to slow the rising costs of new and existing housing to the extent that government actions can reasonably do so while protecting the public health, safety, and welfare.

Specific Actions:

- 6.1.3(a) Provide timely review of discretionary and non-discretionary residential development requests, with fees sufficient only to cover the actual costs (direct and overhead) incurred by the City. In order to do so, continue to exercise existing procedures and consider adopting new measures to expedite case processing. These techniques include:

- computerize case records to allow for automated case tracking;
- schedule case processing timetables to provide reasonable expectations in processing applications based upon available resources;
- hold public and agency review of EIR's concurrently so that processing times can be reduced; and
- continue to require complete information as part of application filing to avoid later delays.

STATUS: Existing program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: City general fund, Department budget.

6.1.3(b)

As part of the General Plan Annual Review, evaluate land development processing procedures to ensure that project review is accomplished in the minimum time necessary to implement the General Plan and ensure protection of the public health, safety, and welfare.

STATUS: New program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Priority 2.
 FUNDING SOURCE: Department budget.

6.1.3(c)

Revise the City's Development Code to comply with California Government Code Section 65915 by providing a 25 percent density bonus, or equivalent financial incentive, to residential developers who agree to make a minimum of 20 percent of the units within the project affordable to households with an income of 80 percent of the County median income, make 10 percent of the units within the project affordable to households with an income of 50 percent of the County median income, or make 50 percent of the units available exclusively to senior citizens. Adopt ordinance by first quarter of 1993. Due to the current economic climate and time required for construction, it is not anticipated that this program will produce housing for targeted income groups within the planning period.

STATUS: New program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Priority 2.
 FUNDING SOURCE: Department budget.

Policy 6.1.4: Promote the use of available housing assistance programs.

Specific Actions:

6.1.4(a) Leverage direct funding resources of the City and Lancaster Redevelopment Agency with state and Federal funding sources to facilitate the provision of single and multiple family dwelling units available to very low, low, and moderate income households. Programs for application include:

- 1) State of California Pre-development Loan Program:
 - Program Description: Short term low-interest loans to cover pre-construction expenses.
 - Objective: To cover pre-development costs of the Agency's Mobile Home Park Project.
 - Funding Availability: Ongoing Revolving Loan Fund.
 - Expected Application Date: Fall, 1992
- 2) State of California Rental Housing Construction Program:
 - Program Description: Low interest loans for the construction of new low income housing developments.
 - Objective: To finance the purchase of manufactured housing to be rented to tenants in the Agency's Mobile Home Park Project.
 - Funding Availability: Pending bond issue.
 - Expected Application Date: 1993

3) State of California HOME Program:

- Program Description: Funds to expand the resources available for housing rehabilitation, acquisition of land and structures, tenant based rental assistance; and under certain circumstances, new construction.
- Objective: To leverage the City/Agency's funds available for the various City/Agency Housing Programs.
- Funding Availability: Undetermined - staff in process of identifying.
- Expected Application Date: 1992.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency/
Administration.
TIME FRAME: Ongoing.
FUNDING SOURCE: Agency and City budget.

- 6.1.4(b) Encourage private sector development of affordable housing by subsidizing development impact fees in exchange for long term affordable restrictions. Program anticipated to provide 25 units by end of planning period (1994).

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Agency budget.

- 6.1.4(c) Identify and acquire distressed residential projects (e.g. REO foreclosures, bankruptcies) and prepare them for sale or rent at affordable housing costs. Program anticipate to generate 23 dwelling units by 1994.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Agency budget/CDBG.

- 6.1.4(d) Develop a 20 acre mobile home park to be occupied by very low and lower income households using Lancaster Redevelopment Agency housing set-aside funds. Program is anticipated to provide 120 spaces by 1994.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Agency set-aside funds.

6.1.4(e) Continue to allow the Los Angeles County Housing Authority to administer the Section 8/Voucher Program and public housing programs within the City.

STATUS: Existing program.
RESPONSIBILITY: Administration.
TIME FRAME: Ongoing.
FUNDING SOURCE: HUD Section 8/Voucher Program.

Policy 6.1.5: Facilitate housing for very low, low, and moderate income households to be distributed at locations throughout the urban portions of the City.

Specific Actions:

6.1.5(a) In addition to other provisions of the General Plan law, and the standards contained in the zoning ordinance, apply the following locational criteria when reviewing projects which provide assistance specifically for very low, low, and moderate income households:

- Developments including assisted housing should be located in such a manner as to provide very low, low, and moderate income households, as well as minorities, with the opportunity for housing outside of existing areas of concentration of very low, low, and moderate income or minority households.
- Developments which include assisted housing should be located within reasonable proximity to public facilities, including convenient shopping, public schools, park and recreation facilities, transportation services, and employment centers.
- Developments which include assisted housing shall be consistent with the provisions of the Lancaster General Plan, as well as the provisions of the City of Lancaster zoning and subdivision ordinances.
- Assisted dwelling units, except those for the elderly should be distributed throughout the project site, and not grouped together in a single area.

STATUS: New program.
RESPONSIBILITY: Community Development Department; Redevelopment Agency.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets, development review fees.

Goal 7

To preserve existing housing stock within areas for which a desirable living environment can be provided; to promote conversion of such residential areas for which a desirable living environment cannot be sustained.

SUBSIDIZED HOUSING

As a means of ensuring that an adequate amount of housing is available to meet the needs of all economic segments of the community, attention must be paid to ensuring that existing housing which is affordable to low and moderate income groups stays affordable. Within Lancaster, as in any community, there is the chance that the availability of dwelling units which are affordable to low and moderate income households may decrease over time. This loss of affordable housing could occur as the result of converting apartments to condominiums, removal of a mobile home park, or from the termination of existing rental subsidy contracts.

Objective 7.1 Retain at no less than present levels the number of subsidized housing units of all types, and expand affordable housing opportunities for very low, low, and moderate income households.

Policy 7.1.1: Regulate the conversion of existing rental apartment housing and mobile home parks to condominium or cooperative housing in order to prevent a decline in the supply of rental housing. Place particular emphasis on minimizing hardships created by the displacement of very low, low, and moderate income households.

Specific Actions:

7.1.1(a) To avoid potential reduction in the supply of rental housing, prepare a condominium conversion ordinance which would limit the conversion of rental apartments to condominiums or cooperatives when the multi-family vacancy rate falls below four percent (4.0%).

STATUS:	New program.
RESPONSIBILITY:	Community Development Department.
TIME FRAME:	Priority 2.
FUNDING SOURCE:	Department budget.

7.1.1(b) As part of the General Plan annual review, monitor existing programs designed to preserve assisted housing developments for low income households as required by Government Code Section 65583(d) to determine if additional actions are required to protect these developments.

STATUS:	New program.
RESPONSIBILITY:	Redevelopment Agency.
TIME FRAME:	Priority 1.
FUNDING SOURCE:	Department budget.

7.1.1(c) To preserve subsidized multifamily apartment units at risk of losing affordability restrictions, implement the preservation strategies presented in Section J, "Housing Element Amendment, Affordable Housing at Risk" of the Housing Element.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department, Public Works
Department, Redevelopment
Agency
TIME FRAME: Ongoing
FUNDING SOURCE: CDBG, Lancaster
Redevelopment Agency

Policy 7.1.2: Regulate the conversion of existing mobile home parks to nonresidential uses in order to maintain a valuable source of affordable housing.

Specific Actions:

7.1.2(a) Based on the provisions of Government Code Section 65863.7, require the submission of a report detailing the impacts of any proposed mobile home park conversion to a nonresidential use concurrent with the filing of any discretionary permit on such property.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

HOUSING REHABILITATION

While housing condition problems within the City of Lancaster are not of the magnitude found in other communities, they are nevertheless of concern. The ability for households of all economic groups to find clean decent, sound shelter is a fundamental right. In addition, one of the first indications of a community's desirability as a place in which to live and do business is reflected in the quality of its housing stock. The existence of deteriorated housing in any portion of Lancaster negatively affects the desirability of the entire community, and could negatively affect the decision making process of businesses and industrial firms which might consider Lancaster as a location, particularly where such housing is in close proximity to commercial and industrial areas.

Objective 7.2 Improve and preserve the existing supply of low and moderate income housing.

Policy 7.2.1: Rehabilitate deteriorated single family and multiple family dwelling units at the average rate of 135 units per year¹ through the Redevelopment Rehabilitation Program and additional units depending on CDBG funding through 1994.

Specific Actions:

7.2.1(a) Implement and encourage participation in the CDBG single family rehabilitation program for owner occupants. Program anticipated to rehabilitate 87 very low income units by 1994.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: CDBG fund.

7.2.1(b) Implement and encourage participation in the CDBG multiple family rehabilitation program. Program anticipated to rehabilitate 42 very low and low income units by 1994.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: CDBG fund.

7.2.1(c) Implement and encourage participation in single family grants and low interest loans to rehabilitate single family owner occupies units. Program anticipated to rehabilitate 424 units of various income categories by 1994 (see Section I "Quantified Objectives" for income category distribution).

STATUS: Existing program.
RESPONSIBILITY: Public Works Department/
Redevelopment Agency
TIME FRAME: Ongoing.
FUNDING SOURCE: Agency budget.

7.2.1(d) Implement and encourage participation in grants and no interest loans for the rehabilitation of owner occupied mobile homes. Program anticipated to rehabilitate 122 units of various income categories by 1994 (see Section I "Quantified Objectives" for income category distribution).

STATUS: Existing program.
RESPONSIBILITY: Public Works Department/
Redevelopment Agency
TIME FRAME: Ongoing.
FUNDING SOURCE: Agency budget.

¹ The rehabilitation of 135 dwelling units per year recognizes the available resources of the City.

MAINTENANCE OF EXISTING SOUND HOUSING

The large majority of housing within the City of Lancaster is currently sound. Because of the community's rapid growth in recent years, a large portion of the City's housing stock will grow old at the same time. If the City is to avoid significant problems in the future, the establishment of programs now to prevent future physical deterioration of the housing stock is critical. In addition, as a method of preventing deterioration of residential neighborhoods, it is important to ensure that an adequate level of public improvements and neighborhood facilities are provided throughout the City.

Objective 7.3 Prevent the physical deterioration of existing sound housing stock within the City of Lancaster.

Policy 7.3.1: Encourage continued maintenance of currently sound housing through local information and assistance programs.

Specific Actions:

7.3.1(a) Consider establishing pre-occupancy inspection programs in which a City building inspector inspects publicly assisted housing to ensure compliance with local, state, and federal regulations related to public health, safety, and welfare, including applicable housing codes.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Inspection fees.

7.3.1(b) Establish concentrated code enforcement programs within the City when the need and community support warrant such activity. It is intended that this program would be applied to areas which are still basically sound, but which are just beginning to show signs of decline. This program would be coordinated with existing rehabilitation programs to provide loans and subsidies for required repairs.

STATUS: New program.
RESPONSIBILITY: Public Works and Community Development Departments.
TIME FRAME: Priority 3.
FUNDING SOURCE: Various sources, including department budgets, CDBG funds, and tax increments.

7.3.1(c) Implement and encourage participation in the Redevelopment Agency Emergency Repair Program to provide home repairs to elderly and low income households. Program anticipated to provide assistance to 42 very low income households by 1994.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department,
Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Agency budget.

7.3.1(d) Adopt, implement and encourage participation in the Substandard Mobile Home Inventory Replacement Program to provide grants of up to \$7,500 each to enable owners of substandard mobile homes to purchase new manufactured housing units. (See Section I "Quantified Objectives" of the Housing Element for planning period objectives.)

STATUS: New program.
RESPONSIBILITY: Public Works Department,
Redevelopment Agency.
TIME FRAME: Priority 2.
FUNDING SOURCE: Agency budget.

Policy 7.3.2: Improve the livability of existing residential neighborhoods and prevent their deterioration by ensuring that an adequate level of public improvements and neighborhood facilities are available.

Specific Actions:

7.3.2(a) Facilitate the street maintenance, street widening, and provision of curbs, gutters, sidewalks, and other improvements as appropriate to urban and rural environments in neighborhoods requiring revitalization.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment tax increments,
State gasoline tax subventions,
CDBG funds.

Goal 8

To promote provision of adequate housing opportunities for those desiring to live in Lancaster, regardless of age, race, ethnic, background, national origin, religion, family size, marital status, physical handicap, or other arbitrary factors.

HOUSING FOR SPECIAL NEEDS GROUPS

Previous objectives have dealt with general housing issues affecting a wide range of groups within the City. In addition to previously expressed housing needs, there exist within the City certain groups which have specialized housing needs. These groups include the elderly, handicapped, homeless, and military personnel. Each of these groups has different housing needs which are addressed below.

Objective 8.1 Promote provision of housing for the elderly, handicapped, homeless, and other special needs groups.

Policy 8.1.1: Promote the development and rehabilitation of housing specifically designed for the elderly providing a variety of living environments (see Table IV-2).

**Table IV-2
Categories of Elderly Housing**

Housing Type	Description	Examples
Independent Living Environment	Projects and planned communities limited to senior citizens	Detached housing projects, mobile home projects, apartment complexes, cooperatives or condominiums.
Congregate Housing	Individual units within a multi-family structure or complex containing areas for group socializing and dining.	Detached housing projects, mobile home projects, apartment complexes, cooperatives or condominiums.
Assisted Housing	Individual units within a multi-family structure or complex with social and support services.	Personal care homes, adult and foster care facilities, and board and care facilities.
Extended Care Facilities	Medical service-intensive facilities which provide shelter and 24-hour medical and rehabilitation services.	Nursing homes, rest homes and skilled intermediate care facilities.
Continuing Care Facilities	A complex including a combination of the other four senior housing types: Independent living environments, Congregate housing, Assisted Living Environments, and Extended Care Facilities.	Multi-building campus developments and single building with care components in separate wings or on separate floors.

Specific Actions:

- 8.1.1(a) Specifically encourage development of housing for the elderly through the use of land assemblage, site clearance, and land write downs. Program anticipated to provide assistance to 20 elderly households by 1994.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Agency budget.

- 8.1.1(b) Revise the zoning ordinance to implement provisions of the Plan for Physical Development which permit the development of senior citizen residential projects, as a conditional use, within areas designated for single family, multiple family or commercial uses. The senior developments would be located as a transitional use between districts of varying intensity (see Table IV-3).

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

- 8.1.1(c) Survey the parking requirements for senior citizen projects of other cities; evaluate Lancaster's existing parking standards for senior citizen projects, and revise if necessary to encourage affordable senior citizen housing development.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

- 8.1.1(d) Revise the zoning ordinance to allow for the establishment of second units on single family residential lots ("granny flats") as a means of providing additional elderly housing opportunities. Inform the public of the provision for second units for the elderly through publication and public presentation.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

**Table IV-3
Land Use for Senior Residential Projects**

Housing Type	Density	Land Use Designations
Independent Living Environment	In single family zoning districts, senior housing projects with densities of up to fifteen dwelling units per acre (15 du/ac) shall be permitted as a transitional use adjacent to higher density uses.	UR2 and UR3
	In multiple family zoning districts, senior housing projects shall conform to the density requirements of the applicable district.	MR1 and MR2
	In compliance with California Government Code Section 65915, provide a 25 percent density bonus, or equivalent financial incentive, to residential developers who agree to make 50 percent of the units available exclusively to senior citizens.	
Congregate Housing	In single family zoning districts, senior housing projects with densities of up to fifteen dwelling units per acre (15 du/ac) shall be permitted as a transitional use adjacent to higher density uses.	UR2 and UR3
	In multiple family zoning districts, senior housing projects shall conform to the density requirements of the applicable district.	MR1 and MR2
	In compliance with California Government Code Section 65915, provide a 25 percent density bonus, or equivalent financial incentive, to residential developers who agree to make 50 percent of the units available exclusively to senior citizens.	
Assisted Housing	In single family zoning districts, senior housing projects with densities of up to fifteen dwelling units per acre (15 du/ac) shall be permitted as a transitional use adjacent to higher density uses.	UR2 and UR3
	In multiple family zoning districts, senior housing projects shall conform to the density requirements of the applicable district.	MR1 and MR2
	In compliance with California Government Code Section 65915, provide a 25 percent density bonus, or equivalent financial incentive, to residential developers who agree to make 50 percent of the units available exclusively to senior citizens.	
Extended Facilities	Extended care facilities shall be subject to the floor area (FAR) requirements of the underlying zoning district.	GC
Continuing Facilities	In single family zoning districts, senior housing projects with densities of up to fifteen dwelling units per acre (15 du/ac) shall be permitted as a transitional use adjacent to higher density uses.	UR2 and UR3 with a Specific Plan
	In multiple family zoning districts, senior housing projects shall conform to the density requirements of the applicable district.	
	In compliance with California Government Code Section 65915, provide a 25 percent density bonus, or equivalent financial incentive, to residential developers who agree to make 50 percent of the units available exclusively to senior citizens.	

8.1.1(e) Utilize the following criteria to evaluate proposed senior residential projects:

- Projects should be within walking distance of transit services, major transportation routes, and shopping and medical facilities.
- Land uses in senior projects should be limited to residential uses, extended care facilities and ancillary commercial uses.
- Projects shall include provisions limiting the purchase or lease of the property to persons over 55 unless a different age is required by state law.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

Policy 8.1.2: Provide adequate shelter opportunities and assistance programs for those families and individuals who are either homeless or are at risk of becoming homeless.

Specific Actions:

8.1.2(a) Revise the zoning ordinance to specifically permit uses such as shelters and transitional housing, to provide specific standards for such uses.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: No additional funding required.

8.1.2(b) Develop a 40 bed capacity emergency shelter to provide temporary housing for homeless persons. Provide funding on an ongoing basis to a non-profit entity for the management of this facility.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Shelter completed 1990,
Operational funding ongoing.
FUNDING SOURCE: Redevelopment Agency.

8.1.2(c) Continue to seek opportunities for providing emergency shelter for the homeless. Encourage participation of non-profit organizations. (See also Specific Action 6.1.2(c).)

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency/State
Emergency Shelter Program.

8.1.2(d) Consult with the Los Angeles County Housing Authority and the City of Palmdale to determine if a joint planning effort to develop and implement a comprehensive Homeless Plan for the Antelope Valley is necessary.

STATUS: New program.
RESPONSIBILITY: Lancaster Redevelopment Agency.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

Policy 8.1.3: Promote the development and rehabilitation of housing specifically designed for the physically handicapped.

Specific Actions:

8.1.3(a) Specifically encourage the rehabilitation of existing housing for the physically handicapped through the Redevelopment Agency single family and mobile home grants and low interest loan programs. (See Section I "Quantified Objectives" of the Housing Element for income category distribution.)

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency and Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Agency budget.

Policy 8.1.4: Ensure coordination between the City of Lancaster, Air Force Plant 42, and Edwards Air Force Base in regard to the provision of sufficient housing in the City to help meet the needs of military personnel for off-base housing.

Specific Actions:

8.1.4(a) Establish regular lines of communication and a monitoring program to gauge the extent of off-base military housing requirements.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

PREVENTION OF HOUSING DISCRIMINATION

Housing discrimination, defined as prejudicial treatment applied categorically and not on the merit of the individual, is illegal for reasons of race, religion, national origin, ancestry, color, sex, or marital status. Housing discrimination is also socially repugnant, but still occurs. Although not a significant problem within the City of Lancaster, vigilance to ensure that discrimination does not become a problem is needed. Because state and federal law prohibit housing discrimination, the City's role in enforcing fair housing practices is generally limited to information, advocacy, coordination, and referral.

Objective 8.2 Prevent housing discrimination in accordance with national and state fair housing law.

Policy 8.2.1: Prohibit discrimination in housing based on race, ethnicity, national origin, age, religion, sex, and family status (children).

Specific Actions:

8.2.1(a) Continue the existing City agreement with the Los Angeles County Housing Authority or other appropriate agencies to operate a Fair Housing Program encompassing investigation of discrimination complaints, research on housing discrimination related issues, and public information.

STATUS: Existing program.
RESPONSIBILITY: City Council.
TIME FRAME: Ongoing.
FUNDING SOURCE: General fund.

8.2.1(b) Increase public awareness of Lancaster's Fair Housing Program by such means as information pamphlets into the City's *Outlook* publication, press releases, and proclamation of April as Fair Housing Month.

STATUS: New program.
RESPONSIBILITY: Public Information Officer.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

8.2.1(c) Prepare a resolution prohibiting housing discrimination against families with children, except in the case of housing designed specifically for senior citizens.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: City general fund, department budget.

Goal 9

To promote access for Lancaster residents to high quality local educational services.

PROVISION OF SCHOOL SITES/FACILITIES

The availability of quality local educational facilities and services is one of the highest priorities of the people of Lancaster, and is a leading indicator of residents' quality of life. The high priority placed on schools by area residents is reflective of the family-oriented nature of the community and the community's commitment to its most important resource, its children.

It is the desire of Lancaster residents and the aim of the General Plan to provide high quality educational facilities from preschools through college. The establishment of adequate preschool facilities, as well as the establishment of a State university within the City of Lancaster is an important aspect of the City's desire to become a full-service community, independent of the Los Angeles basin.

However, the present state of school facility financing in California is, at best, described as chaotic. The LeRoy F. Greene Lease-Purchase Law providing State funds to overcrowded school districts, is an uncertain and unreliable source of revenues because of the projected short-fall in State revenues and tremendous need for school facilities state-wide. In addition, the standards for funding new construction in overcrowded school districts prevent such districts from applying for State funds based on "projected" overcrowding, and require that applications be made only upon "existing" overcrowding and subject to stringent conditions potentially detrimental to the maintenance of high quality public education. As a result of such State imposed conditions, the inevitable time lag between applications for State funds and construction of a school, and the uncertainty of continued availability of State funds, the City intends to adopt policies to enhance the prospects that adequate public school facilities are available, or will be available, to meet the needs of all proposed development when that development is sending children into the school system.

Although the construction of schools is the responsibility of local school districts and not of the City, municipal development policies, combined with the ups and downs of the housing market, significantly affect the rate at which schools must be built. The result is a significant need for cooperative and innovative programs carried out between the City and local school districts. The following outlines such a program.

Objective 9.1 Facilitate the acquisition of sites and the construction of schools in such a manner as to ensure the availability of adequate school facilities to serve the needs of Lancaster residents at all levels, including location of a four year university within the City of Lancaster.

Policy 9.1.1: Work with area school districts to identify funding programs for school site acquisition and facilities construction which recognize chronic shortfalls in traditional funding programs, and to ensure that schools are appropriately located.

Specific Actions:

- 9.1.1(a) In conjunction with area school districts, the Building Industry Association, and Lancaster Chamber of Commerce, advise the State legislature of the City's support for reform of statewide school construction financing, reestablishing the State's ability to fulfill its legal responsibility to fund school construction.
- STATUS: New program.
RESPONSIBILITY: City Council, area school districts.
TIME FRAME: Priority 2.
FUNDING SOURCE: No additional funding necessary.
- 9.1.1(b) In conjunction with area school districts, the Lancaster Chamber of Commerce, Building Industry Association, Lancaster Coalition of Neighborhood Organizations, and other interested organizations, investigate potential methods of school construction financing, and to organize a lobbying effort in the State legislature aimed at school construction financing reform.
- STATUS: New program.
RESPONSIBILITY: City Manager's Office.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget, combined with funding from other involved organizations.
- 9.1.1(c) Through the development review process, identify conditions to mitigate the impact on local public educational systems. Develop fee structures and/or other options to offer project sponsors appropriate mechanisms to participate in school impact mitigation.
- STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments, in coordination with school districts and project proponent.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budgets.
- 9.1.1(d) Assist local school districts in setting up Mello-Roos Community Facilities Districts or other financial programs on vacant residential properties as a means of interim financing of school construction to reduce delays in receiving funding from traditional state sources.
- STATUS: New program.
RESPONSIBILITY: Department of Public Works, area school districts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

9.1.1(e) Require large scale residential developments which will generate a population sufficient to support one or more schools to integrate such schools into project design, and to reserve such land for acquisition by the applicable school district.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget,
development review fees.

9.1.1(f) Require that, when an affected school district indicates that it is unable to provide adequate school facilities, each applicant for new residential development shall submit a mitigation plan reviewed by the appropriate school district and approved by the City explaining how the development for which the permit is applied is participating in a plan to provide school facilities within the school district. No new residential development shall be approved unless and until the applicant has submitted the required mitigation plan.

All developers of residential property that, as a result of the adoption of this General Plan update, have received a higher intensity land use designation than that previously enjoyed, e.g. rural to urban, shall be subject to a school impact mitigation fee of \$3.19 per square foot of assessable space for residential development as such term is defined in Section 65995 of the Government Code. Such fees shall be applied to all Specific Plan applications, to all projects proposed on property designated SP on the General Plan Land Use map and to all future General Plan Amendment and rezoning applications where a higher land use density is proposed. Said fee shall escalate annually in accordance with existing escalation provisions of State Law.

- "New residential development" means general plan amendments, specific plan changes and rezoning applications that propose higher residential density and projects proposing the use of mobile homes for residential purposes. The conversion of existing apartment units into condominiums, stock cooperatives, or community apartments, where no new dwelling units are created, are not new residential developments.

- The phrase "mitigation plan" may include, but not be limited to, financing or construction measures which provide funds or structures (through purchase, sale, or lease-back) for permanent school district facilities, as well as, the provision of real property for school purposes.

STATUS: New program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Priority 1.
 FUNDING SOURCE: Department budget, development review fees.

9.1.1(g) Work with area school districts to ensure that new public school facilities are located in such a manner as to facilitate the primary educational purpose of the facility; protect the health, safety, and welfare of students attending the school; and function as community gathering places.

STATUS: New program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Priority 1.
 FUNDING SOURCE: Department budget.

Policy 9.1.2: Maintain ongoing, open communication with area school districts, and take a proactive role to ensure that communication is maintained.

Specific Actions:

9.1.2(a) Provide area school districts with data regarding the projected buildout of the Lancaster General Plan.

STATUS: New program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Priority 1.
 FUNDING SOURCE: Department budget.

9.1.2(b) Provide area school districts with the quarterly Development Summary Report prepared pursuant to Action 6.1.1(b).

STATUS: New program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Priority 1.
 FUNDING SOURCE: Department budget.

- 9.1.2(c) Submit residential development proposals to applicable school district for their review and comment.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget, development review fees.

- 9.1.2(d) Request that area school districts provide the City with regular information regarding the capacity of area schools, as well as information regarding school sites which have been or are in the process of being acquired and provide the City with a regular update of generation factors.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

- 9.1.2(e) Utilize regular meetings of the School Facilities Planning Committee as a means of ensuring ongoing communication between the City of Lancaster and area schools.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

- 9.1.2(f) Utilize the provisions of Government Code Sections 65401 and 65402 to review the capital improvements programs of area school districts as a means of ensuring consistency between the Lancaster General Plan and the programs of area school districts.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

Policy 9.1.3: Facilitate the establishment of a four year university within the City of Lancaster.

Specific Actions:

9.1.3(a) Maintain ongoing communications with the University of California and California State University systems with the aim of maintaining local awareness of system expansion plans and university locational criteria, as well as providing the State systems with information as to why Lancaster meets their criteria and would be a desirable location for a university (also see Specific Action 17.1.6(d)).

STATUS: Expanded existing program.
RESPONSIBILITY: City Manager's office
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

9.1.3(b) Work with the Antelope Valley Board of Trade to help attract a four-year university to Lancaster (also see Specific Action 17.1.6(d)).

STATUS: Existing program.
RESPONSIBILITY: City Council, City Manager,
Community Development
Department, Redevelopment
Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: City General Fund,
Redevelopment Agency
budget.

9.1.3(c) Through the development review process, encourage the dedication of a suitable site in Lancaster for a possible four-year university campus (also see Specific Action 17.1.6(d)).

STATUS: Existing program.
RESPONSIBILITY: City Council, City Manager,
Community Development
Department, Redevelopment
Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: City General Fund,
Redevelopment Agency
budget.

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Goal 10

To provide a park, recreation and open space system which enhances the livability of urban and rural areas by providing parks for residential neighborhoods; establishing a comprehensive trails system and meeting the open space and recreational needs of Lancaster residents.

PARK LAND

Along with schools, the provision of parks is a high community priority and important indicator of the area's quality of life. A significant emphasis has been placed in the existing park development program on the provision of facilities and the quality of individual parks. The City of Lancaster currently boasts a high quality park and recreation system, but also has a shortage of actual park land. The General Plan seeks to balance the provision of park land with the provision of facilities by establishing a clear program for the acquisition of various types of park land and by establishing a clear standard defining the required amount of park land in relation to City population. In addition, the General Plan identifies a need for specialized parks and facilities to round out a comprehensive system for the citizens of Lancaster.

Objective 10.1 Provide sufficient neighborhood and community park facilities such that a rate of 3.0 acres of park land per 1,000 residents is achieved and distributed so as to be convenient to Lancaster residents.

Policy 10.1.1: Provide opportunities for a wide variety of recreational activities and park experiences, including active recreation and passive open space enjoyment within a coordinated system of local, regional, and special use park lands as outlined in Table IV-4.

Specific Actions:

- 10.1.1(a) Prepare a comprehensive Master Plan of Parks, including:
- current, five-year, ten-year, and twenty year recreational needs;
 - development and design standards;
 - type;
 - size;
 - location;
 - relationship to adjacent properties and community facilities;
 - facility provision and design; and
 - landscape, etc.

- park improvements;
 - existing site to be improved or expanded;
 - target locations for park acquisition by type of park; and
 - function, facilities, and programs to be provided at each site.
- timing and phasing of acquisition and improvements;
- costs for acquisition and improvements, including funding sources; and
- Implementation priorities.

STATUS: New program.
 RESPONSIBILITY: Department of Parks, Recreation, and Arts.
 TIME FRAME: Priority 2.
 FUNDING SOURCE: Department budget.

10.1.1(b)

Maintain ordinance provisions requiring that proposed residential development provide land and improvements for park land (or payment of in-lieu fees) consistent with the provisions of Table IV-4. Conduct an annual review of such requirements to ensure their equity and appropriateness.

STATUS: Existing program.
 RESPONSIBILITY: Department of Parks, Recreation, and Arts.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budget.

10.1.1(c)

Where an individual development is of sufficient size to support one or more neighborhood or community parks, require that such park(s) be dedicated to park use and developed as part of the project or payment of in-lieu fees may be made, subject to the discretion of the City Council.

STATUS: Existing program.
 RESPONSIBILITY: Department of Parks, Recreation, and Arts.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budget.

- 10.1.1(d) Work with local school districts and community college districts to coordinate planned locations of schools and parks and to establish joint use agreements for the development and maintenance of park facilities within joint use park/school facilities.
- STATUS: Existing program.
RESPONSIBILITY: Department of Parks, Recreation, and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.
- 10.1.1(e) Work with Los Angeles County to establish joint use flood control/recreational facilities, including trails and open spaces along washes, as well as active recreational use of retention/detention basin facilities.
- STATUS: New program.
RESPONSIBILITY: Department of Parks, Recreation, and Arts.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.
- 10.1.1(f) Coordinate flood control and parks master plans to maximize the possible joint use of flood/control facilities for parks and trails.
- STATUS: Existing program.
RESPONSIBILITY: Department of Public Works; Department of Parks, Recreation, and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.
- 10.1.1(g) Work with Los Angeles County and other public agencies to accept dedication of open space lands of regional significance, including watersheds, wildlife habitats, wetlands, historic sites, and scenic lands. The City shall also encourage private entities to preserve open space lands.
- STATUS: Existing program.
RESPONSIBILITY: Department of Parks, Recreation, and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.
- 10.1.1(h) Provide an incentive for private individuals to donate land and funds for park development, investigate potential mechanisms for receiving tax-deductible donations, which may also include donation of equipment and facilities.
- STATUS: Existing program.
RESPONSIBILITY: Department of Parks, Recreation, and Arts; City Attorney.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

**Table IV-4
City of Lancaster Park System**

Component	Use	Service Area	Desirable Size	Acres/1,000 Population	Desirable Site Characteristics
Neighborhood Park/Playground	Areas for intense recreational activities, such as fields and court games, playground apparatus area, picnicking, wading pools, etc.	1/2 to 1 mile radius within urban areas; 2-5 miles within rural areas.	10 acres or more	3.0 acres per 1,000 population	Suited for intense development. Easily accessible to neighborhood population; geographically centered with safe walking and bicycle access. Development in conjunction with an elementary school is desirable.
Community Park	Area of diverse recreational activities, including passive uses and active uses such as ball fields and court games. May include athletic complexes and large swimming pools, community centers and gymnasiums. May incorporate areas of natural quality for walking, viewing, picnicking.	Several neighborhoods; 2 to 5 mile radius within urban areas; 5 to 10 mile radius within rural areas.	25 acres or more	3.0 acres per 1,000 population	May include natural features such as water bodies and areas suited for intense development. Easily accessible via pedestrian, bicycle, and automobile means. Development in conjunction with a middle school, junior high, or high school is desirable.
Linear Park	Areas generally developed for one or modes of recreational travel, such as hiking or riding, or developed for aesthetic purposes along major roadways. May include active areas, and may be developed in conjunction with other park types.	No applicable standard	Sufficient width and length to accommodate intended uses.	Variable	Natural or manmade corridors such as utility rights-of-way, wash areas, and major roadways that link other components of the park system.

Table IV-4 (Continued)
City of Lancaster Park System

Component	Use	Service Area	Desirable Size	Acres/1,000 Population	Desirable Site Characteristics
Special Use	Areas for specialized or single purpose activities such as golf courses, nature centers, arboreta, arenas, outdoor theaters, and gun ranges or areas that preserve, maintain and interpret sites and objects of archaeological or historical significance. May also include urban plazas.	No applicable standard.	Variable, depending upon purpose of facility.	Variable	Variable depending upon the purpose of the facility.
Conservancy	Protection and management of natural/cultural resources with recreation as a secondary objective.	No applicable standard	Sufficient size to protect the resource.	Variable	Variable depending on the resource being protected.
Regional Park	Area of natural or aesthetic quality for outdoor recreation, such as picnicking, boating, fishing, swimming, camping, and trail uses. May also include preserve areas oriented for the preservation of significant environmental features. Development is primarily the responsibility of County and State parks departments.	Antelope Valley	200 acres or more	Variable, 3.0 acres per 1,000 population is desirable	Contiguous to or encompassing unique natural features.

10.1.1(i) Monitor the availability of State and Federal funds for park acquisition and improvements. As funds may become available, actively solicit Lancaster's share of these funds.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks,
Recreation, and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

10.1.1(j) Maintain an inventory of surplus federal, state, County, and local land within and adjacent to the City; as funding becomes available, acquire such lands either through purchase or long-term lease agreements to provide park land where such lands are consistent with the Master Plan of Parks.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks,
Recreation, and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

Policy 10.1.2: Provide active recreational facilities, such as ball fields, tennis courts, golf courses, indoor and outdoor basketball courts, and gymnasium and pool facilities, along with recreational programs to meet the needs of Lancaster residents.

Specific Actions:

10.1.2(a) In addition to the provision of park land, incorporate facilities development into parks and open space fees and capital improvement programs consistent with Table IV-4.

STATUS: New program.
RESPONSIBILITY: Department of Parks,
Recreation, and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

10.1.2(b) Conduct a parks and recreation needs survey to determine the extent to which the recreational needs of Lancaster residents are being met by facilities and programs.

STATUS: New program.
RESPONSIBILITY: Department of Parks,
Recreation, and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

10.1.2(c) In conjunction with the parks and open space needs survey to be conducted as part of Specific Action 10.1.2(b), review the physical and operational status of existing parks and recreation facilities, park and facilities design, landscape development, maintenance to determine facility improvements and needed additions or alterations to existing facilities.

STATUS: New program.
RESPONSIBILITY: Department of Parks,
Recreation, and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

10.1.2(d) Promote the use of the RPD (Residential Planned Development) provisions of the zoning ordinance to provide density transfers for the development of land-intensive active recreational facilities such as golf courses when provided privately as part of a residential development.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

10.1.2(e) Continue to inform citizens of available recreation programs through information brochures and the quarterly *Outlook* publication.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks,
Recreation, and Arts, Public
Information Officer.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

PEDESTRIAN, EQUESTRIAN, AND BICYCLE TRAILS

In addition to parks, the Lancaster General Plan strives to establish a comprehensive trails system. This system includes multiple use trails for pedestrian, bicycle, and equestrian riding. The trail system is intended to provide links between residential areas and major recreational facilities, and schools, as well as commercial and industrial employment areas in the City. Within urban areas, the provision of bicycle trails provides not only a recreational opportunity, but also provides an alternative to the use of automobiles, thereby improving local air quality. Within rural areas, the provision of trails provides an important recreational opportunity. The provision of trails within rural areas also recognizes a basic tenant that the residents of equestrian oriented residential developments need places to ride other than on local streets and private property.

Objective 10.2 Establish and maintain a hierarchical system of trails (including equestrian, bicycle, and pedestrian trails) which provides recreational opportunities and an alternative means of reaching schools, parks and natural areas, and places of employment, and which connects to regional trail systems as identified in Figure IV-1.

Policy 10.2.1: Establish and maintain a Master Plan of Trails which designates trail status and approximate locations, providing for the following types of trails:

- *Urban Trails* multi-purpose pedestrian/bicycle trails which connect residential areas to regional and community parks, schools, and commercial and industrial employment areas.
- *Rural Trails* multi-purpose equestrian/pedestrian/ bicycle trails which connect residential areas to regional and community parks, schools, and commercial and industrial employment areas.
- *Bicycle Right-Of-Way* integrates with the urban and rural trails and provides additional access to recreational, educational, and commercial/industrial employment areas.

Specific Actions:

10.2.1(a) Establish and maintain trails construction standards for master planned trails as identified in Figure IV-2.

STATUS:	New program.
RESPONSIBILITY:	Department of Parks, Recreation, and Arts; Community Development Department; Department of Public Works.
TIME FRAME:	Priority 2.
FUNDING SOURCE:	General Fund, Department Budgets.

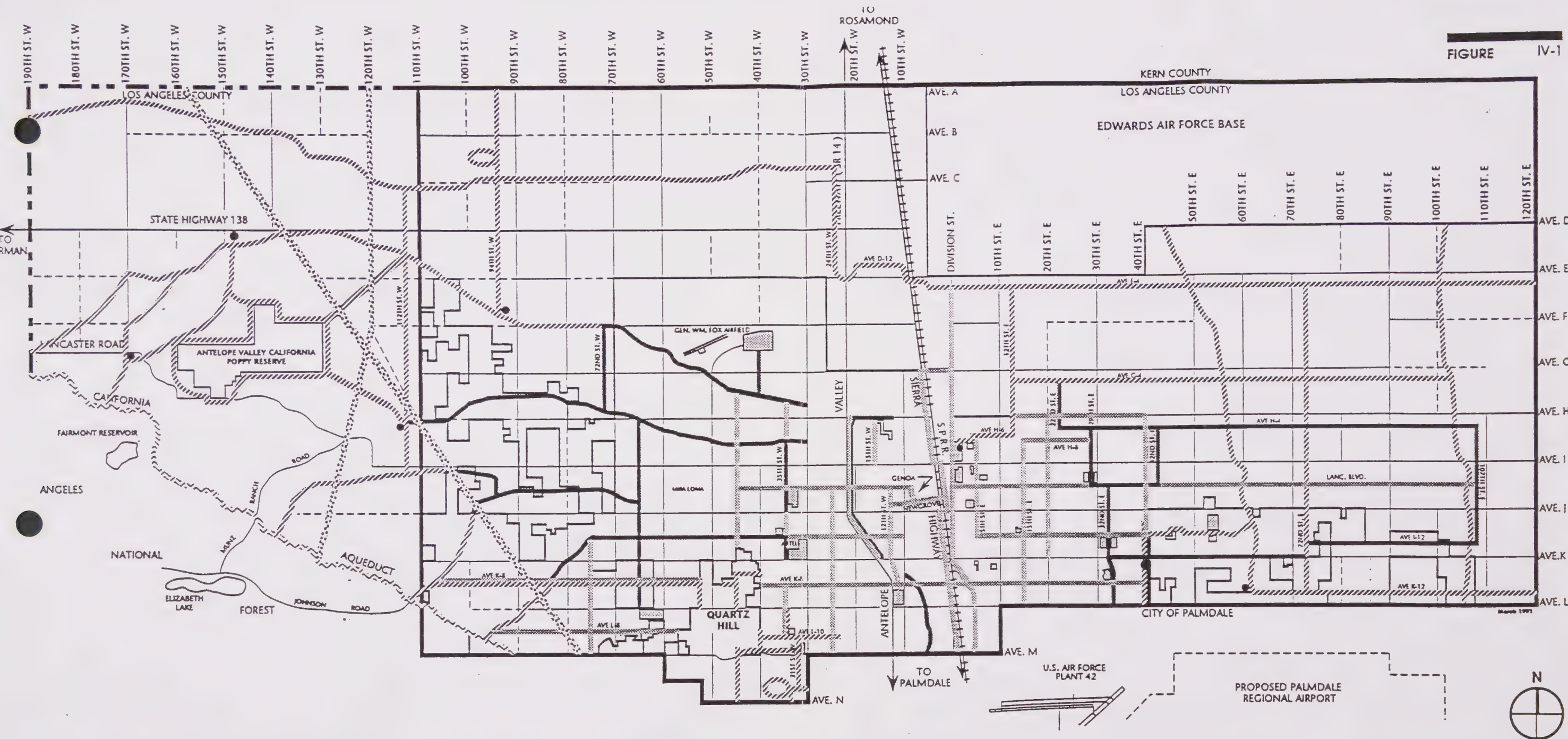
Policy 10.2.2: Establish and acquire rights-of-way for master planned trails.

Specific Actions:

10.2.2(a) Pursue agreements with public and private utilities for the use and maintenance of utility corridors and rights-of-way for trail purposes.

STATUS:	New program.
RESPONSIBILITY:	Department of Parks, Recreation, and Arts.
TIME FRAME:	Priority 3.
FUNDING SOURCE:	Department Budget, parks fees.

- 10.2.2(b) - Where consistent with the Master Plan of Trails, require all new development within the City of Lancaster to provide dedication of rights-of-way or easements, along with improvements.
- STATUS: New program.
RESPONSIBILITY: Community Development Department; Department of Parks, Recreation, and Arts, Public Works Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budgets.
- 10.2.2(c) Coordinate with Los Angeles County to require that new development within the unincorporated portions of the City of Lancaster General Plan study area also be approved in accordance with the intent of the Lancaster Master Plan of trails, providing dedication of rights-of-way or easements, as well as trail improvements, where consistent with the master plan.
- STATUS: New Program.
RESPONSIBILITY: Community Development Department, Department of Park, Recreation, and Arts.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budgets.
- 10.2.2(d) Cooperate with other local agencies in coordination of the extension of the trail system between jurisdictions.
- STATUS: New Program.
RESPONSIBILITY: Community Development Department, Public Works Department, and Department of Parks, Recreation and Arts.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budgets.
- 10.2.2(e) In identifying specific trail routes for both urban and rural primary trails, consider the dedication of, or granting of easement for, existing informal pedestrian and equestrian trail access and traditional travel routes through the property.
- STATUS: New program.
RESPONSIBILITY: Community Development Department, Public Works Department, Department of Parks, Recreation, and Arts.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budgets.



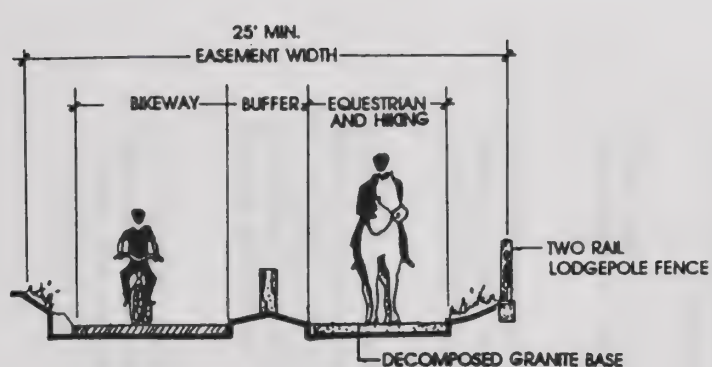
PLANNING NETWORK

- NORTH COUNTY TRAIL SYSTEM
- BIKEWAY WITHIN STREET RIGHT-OF-WAY
- URBAN TRAILS
- RURAL TRAILS
- POWER LINE EASEMENTS
- PARK/SCHOOL
- STAGING AREA

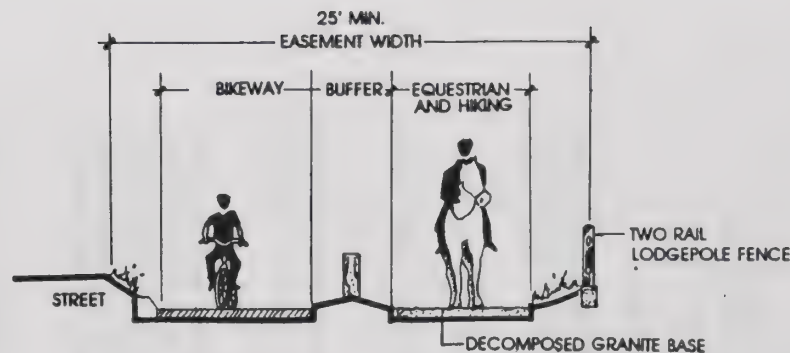
PROPOSED TRAIL SYSTEM

CITY OF LANCASTER
GENERAL PLAN

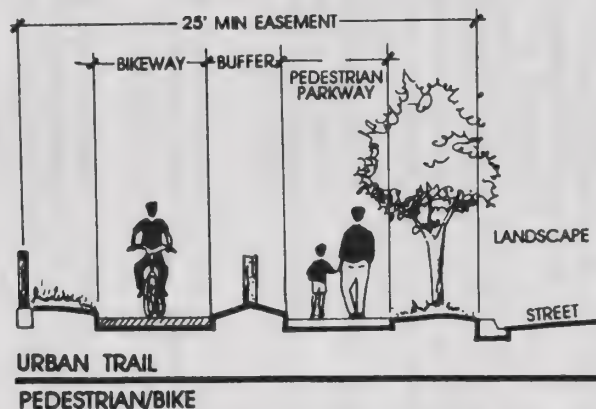




RURAL TRAILS
EQUESTRIAN/BIKE



RURAL TRAILS ADJACENT TO STREET
EQUESTRIAN/BIKE



URBAN TRAIL
PEDESTRIAN/BIKE

PROPOSED TRAIL SYSTEM CROSS SECTIONS

PLANNING NETWORK

CITY OF LANCASTER
GENERAL PLAN

SOURCE: Planning Network, Antelope Valley
Trails Committee, 1990.



10.2.2(f) - Where feasible, utilize drainage flood control channels for trail purposes as identified on the Master Plan of Trails (see Figure IV-1).

STATUS: New program.
RESPONSIBILITY: Department of Parks,
Recreation, and Arts, Public
Works Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

Policy 10.2.3: Ensure that trail construction takes into consideration the safety and convenience of the trail users as the primary concern.

Specific Actions:

10.2.3(a) Incorporate the following guidelines into trail location and construction, wherever feasible:

- Incorporate street trees and landscaping which is non-toxic to animals into the design of primary and collector trails.
- Within nonurban residential subdivisions intended for occupancy by users of the equestrian trails, require that all residential lots have access to local equestrian trails either directly or through other public rights-of-way or private easements.
- Minimize the number of switchbacks in hillside areas to minimize the amount of required grading; utilize topographic features as a turning point or provide vegetative screening.
- Avoid, where possible, areas of heavy traffic congestion and hazardous topographic conditions.
- Design staging areas and trail entrances to provide for intended equestrian, bicycle, and/or hiking use, and discourage motor vehicle access.
- For the protection of the trail user and the rights of the private land owner, provide fencing when a trail bisects or borders private property or concrete drainage channels; in the instance of local feeder trails, standard residential fencing may be substituted.
- Ensure provision of consistent fencing styles and materials, giving preference to concrete fencing because of its durability and ease of maintenance, or other styles as acceptable to the City.

- Where community trails cross existing or proposed drainage channels maintain the continuity of the trail by built-up areas or ramps for fording, or by bridges for major crossings.
- Provide signing for trail identification.
- Provide standard signs along the entire length of the trail, constructed of materials which minimize maintenance and which blend into the natural environment.
- Where community trails cross local streets provide street crossings at grade with appropriate striping and signing, where warranted. In cases of heavy equestrian usage, textured paving is desirable.
- Where community trails cross expressways and major arterials, provide grade separated crossings, where feasible.
- Where feasible, mitigate hazards to trail users such as drainage grates, manholes, potholes, or uneven road surfaces.

STATUS: New program.
 RESPONSIBILITY: Department of Parks, Recreation, and Arts, Public Works Department.
 TIME FRAME: Priority 1
 FUNDING SOURCE: Department budgets.

10.2.3(b)

Explore various alternative funding and trail maintenance methods, to include:

- Extend the trails system in an orderly, staged process, evaluating projected maintenance expenses for each trail extension.
- Contract labor with the California Conservation Corps, California Youth Conservation Corps, or the California Youth Authority.
- Promote an "adopt-a-trail" program among civic and youth organizations.
- Participate in the annual statewide California Trail Days to solicit clean-up crews from community and civic organizations.

STATUS: New program.
 RESPONSIBILITY: Department of Parks, Recreation, and Arts.
 TIME FRAME: Priority 3.
 FUNDING SOURCE: Department budget.

Policy 10.2.4: Facilitate the use of bicycles as an alternative form of transportation, as well as a form of recreation (see also Policy 14.4.3 and related Specific Actions of the Plan for Physical Mobility).

Specific Actions:

10.2.4(a) Incorporate bicycle routes into the City roadway system as appropriate.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department, Department of Public Works.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

10.2.4(b) Prepare and adopt standard roadway cross-sections which incorporate adequate and safe space for bicycle lanes/routes.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

10.2.4(c) Revise zoning ordinance parking regulations to include requirements for the provision of bicycle racks or lockers.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

Goal 11

To promote community appreciation for the unique history of the Antelope Valley and the City of Lancaster and to promote community involvement in the protection, preservation, and restoration where features of cultural, historical, or architectural significance exist.

HISTORICAL, ARCHAEOLOGICAL, AND CULTURAL RESOURCES

Lancaster and the Antelope Valley have a rich history. Unfortunately, many of the physical reminders of that history have been destroyed. If Lancaster is to change its image as a bedroom community for the San Fernando Valley and reaffirm its own identity and an image as being a desirable place to live, it is important that residents have an appreciation of the community's history. The General Plan therefore seeks to preserve remaining physical reminders of the area's history and prehistory.

Objective 11.1 Identify and preserve and/or restore those features of cultural, historical, or architectural significance.

Policy 11.1.1: Preserve features and sites of significant historical, and cultural value consistent with their intrinsic and scientific values.

Specific Actions:

11.1.1(a) As part of the CEQA review process, require site-specific historical, archaeological, and/or paleontological studies when there exists a possibility that significant environmental impacts might result or when there is a lack of sufficient documentation on which to base a finding of no significant impact.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget, project review fees.

11.1.1(b) Work with appropriate agencies to develop and maintain historical, archaeological, and paleontological resource maps which identify properties already surveyed, known sites, and areas of potential significance.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

11.1.1(c) - Include as a condition of approval on all development projects the following: "If cultural resources are discovered during project construction, all work in the area of the find shall cease, and a qualified archaeologist shall be retained by the City at the expense of the project sponsor to investigate the find, and to make recommendations regarding its disposition. If human remains are encountered during construction, all work in the area of the find shall cease, and the Los Angeles County Coroner's Office shall be contacted pursuant to the procedures set forth in Section 7050.5 of the Health and Safety Code."

STATUS: New program (expansion of existing program).
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

11.1.1(d) Process requests for inclusion in state and federal historic registers those historic and prehistoric sites and features which meet state or federal criteria.

STATUS: New program.
RESPONSIBILITY: Department of Parks, Recreation, and Arts.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

11.1.1(e) Consider adopting a heritage tree preservation ordinance.

STATUS: New program.
RESPONSIBILITY: Community Development Department, Department of Parks, Recreation and Arts.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

11.1.1(f) Prior to permitting demolition of any historic structure, require that an evaluation of the condition of the structure, potential adaptive reuse of the structure, and the cost of rehabilitation be undertaken.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget, processing fees.

11.1.1(g)

Work with area school districts and historical/ archaeological/paleontological preservation support groups to establish educational programs related to all phases of Lancaster's cultural and historical heritage.

STATUS:	New program.
RESPONSIBILITY:	Department of Parks, Recreation, and Arts.
TIME FRAME:	Priority 3.
FUNDING SOURCE:	Department budget.

Goal 12

To enhance the quality of life for Lancaster residents through opportunities for social interaction and participation in a wide range of cultural activities.

CULTURAL AND ART PROGRAMS AND FACILITIES

The people of Lancaster and the Antelope Valley have made a significant commitment to the arts. This commitment is apparent in the number of museums and cultural facilities existing in the valley. The General Plan seeks to emphasize the downtown area as a cultural center for valley life, and to ensure that new and expanded facilities are available to serve a growing population.

Objective 12.1 Promote cultural and art programs, as well as the availability of public and private cultural facilities, museums, and (indoor and outdoor) performing arts facilities to meet the needs of Lancaster residents.

Policy 12.1.1: Emphasize the downtown area as the cultural center of the City of Lancaster and the Antelope Valley by maintaining and expanding existing cultural facilities.

Specific Actions:

12.1.1(a) Review the zoning ordinance and ensure that public and private museums, art galleries, indoor performing arts facilities, and other similar facilities are included as permitted uses within the downtown area. Within other areas of the City, include private art galleries as permitted uses, and permit museums only in conjunction with places of higher education.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget, project review fees.

Policy 12.1.2: Encourage coordinated cultural programs that could be provided in cooperation with museums, cultural centers, schools and libraries.

Specific Actions:

12.1.2(a) As part of ongoing recreation programs, provide specialized fine and performing arts programs for the community.

STATUS: Existing (expanded) program.
RESPONSIBILITY: Department of Parks, Recreation, and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget, user fees.

12.1.2(b) As part of ongoing recreation programs, and in cooperation with area schools, consider provision of organized excursions for youth and senior citizens to art museums in the Los Angeles metropolitan region and the City Museum/Art Gallery and historical museum.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks,
Recreation, and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

12.1.2(c) Review the zoning ordinance and ensure that the ordinance facilitates development of private fine and performing arts and dance studios within the City of Lancaster.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

Policy 12.1.3: Encourage a wide variety of theatrical, musical, dance, and other performing arts productions within the City of Lancaster.

Specific Actions:

12.1.3(a) Through the quarterly *Outlook* publication, provide a listing of cultural arts organizations operating within the Lancaster area, articles spotlighting the activities of these organizations, and a calendar of cultural arts activities.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks,
Recreation and Arts, Public
Information Office.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

12.1.3(b) Investigate opportunities for volunteer participation in public and private cultural arts programs.

STATUS: New program.
RESPONSIBILITY: Department of Parks,
Recreation and Arts
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

12.1.3(c) Work with the Chamber of Commerce and area media to provide a calendar of cultural arts activities and articles spotlighting the activities of individuals and organizations involved in the cultural arts.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks,
Recreation and Arts.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

LIBRARY FACILITIES

The provision of adequate library facilities is an important complement to the emphasis placed by Lancaster residents on local education. While the provision of library facilities and services in the City of Lancaster is the responsibility of the Los Angeles County library system, the City can assist in the provision of library facilities by incorporating availability of library facilities into the general considerations of the adequacy of public services and facilities.

Objective 12.2 Promote the availability of local library facilities and book reserves in accordance with the standards of the American Library Association.

Policy 12.2.1: Promote the construction of new libraries and expansion of existing libraries as required to meet the needs of existing and future residents.

Specific Actions:

12.2.1(a) Incorporate facilities standards for libraries into the Plan for Municipal Public Services and Facilities and into General Plan facilities funding mechanisms. (For implementation information, see specific actions listed in the section referenced.)

Policy 12.2.2: Promote the acquisition of library materials that reflect the needs and interests of the City residents.

Specific Actions:

12.2.2(a) In cooperation with the County of Los Angeles, conduct a survey of Lancaster residents to determine types of library services, facilities, and materials desired by the population.

STATUS: New program.
RESPONSIBILITY: Administration.
TIME FRAME: Priority 2.
FUNDING SOURCE: City and County Department budgets.

Policy 12.2.3: Encourage the provision of library outreach services for residents who cannot visit library facilities.

Specific Actions:

12.2.3(a) Work with Los Angeles County to ensure that the County library system provides bookmobile services for elderly and handicapped residents who cannot visit library facilities.

STATUS:	Existing program.
RESPONSIBILITY:	Department of Parks, Recreation and Arts, and Administration.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Department budgets.

Goal 13

To enhance social interaction and ensure the physical, mental, and emotional well-being of those in need.

SOCIAL SERVICE PROGRAMS

The majority of a community's General Plan deals with the creation of a desirable living environment for the general population and with physical features, both natural and man-made. Discussion of public services and facilities commonly focuses on water, sewer, schools, police and fire protection, and recreation. However, in order to achieve a truly desirable community, it is also important to consider services to those in need. Caring about the less fortunate is one of the hallmarks of a community in which residents take pride and have a sense of belonging.

In addition to issues of social services to the less fortunate, the General Plan addresses the issue of child care. The provision of affordable child care will be one of the pressing social issues of the 1990s as increasing numbers of households with children have only one adult present or have both adults in the full-time work force. Child care provision also takes on a special significance in Lancaster, since, at least for the short-term future, a large proportion of the work force will commute to distant job centers.

Objective 13.1 Promote social service programs that will meet the needs of children, the elderly, teens, the handicapped, the homeless, and other special populations.

Policy 13.1.1: Ensure that child care facilities are available to meet the needs of Lancaster residents.

Specific Actions:

13.1.1(a) Review zoning ordinance provisions related to child care facilities to ensure that such facilities are permitted uses within various residential, commercial, and industrial zones, as appropriate.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

13.1.1(b) In conjunction with other community agencies, conduct a survey of child care needs within Lancaster.

STATUS: New program.
RESPONSIBILITY: Department of Parks, Recreation, and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget, interagency cooperation.

13.1.1(c) Investigate the desirability and feasibility of establishing requirements for employment-generating uses to set aside space or pay in lieu fees for child care programs or facilities.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

Policy 13.1.2: Assist in establishing programs to provide a humane social service policy which addresses the needs of a diverse population, including but not limited to senior citizens, children, handicapped individuals, immigrants, the mentally ill, and other special needs groups.

Specific Actions:

13.1.2(a) Inform the State and Federal legislatures of the City's support for increased funding of social service programs for special needs groups.

STATUS: New program.
RESPONSIBILITY: City Council.
TIME FRAME: Priority 1.
FUNDING SOURCE: None required.

13.1.2(b) Monitor County, state and federal legislation related to the provision of social services; where desirable, take an active role in supporting/opposing legislation which positively/negatively impacts social service provision.

STATUS: Existing program.
RESPONSIBILITY: City Manager's Office.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

13.1.2(c) In cooperation with area service providers, conduct annual needs assessments to aid in determining City and agency priorities in targeting appropriate needs groups.

STATUS: New program.
RESPONSIBILITY: Department of Parks,
Recreation, and Arts.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department and various agency
budgets.

13.1.2(d) Conduct regular public workshops on general and specific social services needs, priorities and allocations; submit the findings of these workshops to the appropriate agencies.

STATUS: New program.
RESPONSIBILITY: Department of Parks,
Recreation, and Arts.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget, various
agency budgets.

13.1.2(e) Maintain a sufficient number of City employees who provide services directly to the public are bilingual, to ensure that the city's growing non-English speaking populations continue to receive necessary services.

STATUS: Existing program.
RESPONSIBILITY: All departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

13.1.2(f) Incorporate handicapped ramps in curb and sidewalk designs within the City of Lancaster, and require that Building Code provisions related to accessibility for the handicapped are enforced.

STATUS: Existing program.
RESPONSIBILITY: Department of Public Works,
Building Official.
TIME FRAME: Ongoing.
FUNDING SOURCE: Various fees and construction
funds.

13.1.2(g) Encourage Los Angeles County to establish and maintain a drug and substance abuse rehabilitation program and psychiatric services for youth and adults.

STATUS: New program.
RESPONSIBILITY: City Manager's Office.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

PLAN FOR THE PHYSICAL MOBILITY

V. PLAN FOR PHYSICAL MOBILITY

INTRODUCTION

Physical Mobility -- how goods and people move about in a community -- is one of the most pervasive issues a locality must address. This issue affects land use, urban design, energy consumption, air quality, and the city's infrastructure. Addressed not only at the local level, circulation decisions must be coordinated with regional, state, and federal agencies, as well as with neighboring communities. In this section, transportation facilities are discussed, as well as alternative modes of transportation.

Future growth in the Lancaster area will impact existing roadways and air transportation, and will require close attention to avoid exacerbating already existing problems.

Major sections within the Plan for Physical Mobility are:

- Streets and Highways
 - Parking Facilities
 - Public Transit
 - Commodity Movement
 - Air Transportation
-

ISSUES, OPPORTUNITIES, AND FINDINGS

• STREETS AND HIGHWAYS

- ◇ Presently, a few of the existing plans addressing circulation in the Lancaster General Plan study area conflict. However, local agencies that develop circulation plans, such as the City of Palmdale, Lancaster, and the County of Los Angeles are coordinating to resolve these differences. There are also major transportation facilities improvements planned for the City or its study area by the Los Angeles County Transportation Commission, the Southern California Association of Governments (SCAG), and Caltrans. Further coordination will be critical.
- ◇ To relieve congestion on city streets, a regional arterial system is proposed that will allow limited access and more efficient movement of vehicles around the City and to surrounding areas.
- ◇ In Lancaster, the minimum acceptable Level of Service (LOS) used to define roadway segments is LOS D during peak hour traffic. With few exceptions, the City's arterial network currently operates at acceptable levels of service. Congested segments are primarily located in the central area of the City, and will be unable to support future development unless roadway improvements are constructed to improve service.
- ◇ To anticipate when roadways will begin to experience increased traffic congestion and lower levels of service, there is a need to anticipate future development and associated increased demands that will be placed on roadway capacities.
- ◇ Recently, several large land use proposals were approved in areas several miles from the City's center. These new proposed developments will be connected to the rest of the City by roads which cross largely undeveloped areas. Since road construction and maintenance are generally supported by the land uses adjacent to them, the question of how to finance these new arterials arises.
- ◇ Although the City of Lancaster projects increases in employment opportunities within the area, many residents will continue to commute to the San Fernando Valley and Los Angeles area for jobs. Options for reducing existing congested conditions on State Route 14, as well as proposals for alternatives to State Route 14, must be examined.
- ◇ In addition to providing alternate roadways to reduce congestion, measures are necessary to maximize the capacity of existing roadways to accommodate future demands. These measures include improving existing facilities, limiting direct access to arterials, providing future facilities, ensuring better land use relationships, promoting Transportation System Management (TSM) techniques, and insuring better coordination with affected agencies.)

- ◇ The provisions of the General Plan's Plan for Physical Mobility and programs to mitigate traffic impacts of new development will also be subject to the provisions of the Los Angeles County Congestion Management Plan (CMP). In simple terms, the CMP, which is under preparation at the time of General Plan hearings, requires that new developments provide adequate analysis and mitigation of their traffic impacts on the regional arterial and State highway system, including analysis and mitigation across jurisdictional boundaries.
- ◇ In addition to maintaining existing facilities and providing new facilities, there is a need to continue to identify intersections with unacceptable levels of service, to analyze their characteristics, and to propose and prioritize improvements to these intersections, such as signalization and additional turn lanes.
- ◇ The City's present system of surveying traffic accidents is in the process of being improved, primarily through the establishment of a "Traffic Accidents Monitor."
- ◇ The City's overall roadway system does not adversely impede the movement of emergency service vehicles. However, there are problems with east/west traffic being blocked by railroad traffic. Additional traffic caused by new development will necessitate installation of numerous new railroad undercrossings or overcrossings.
- ◇ The South Coast Air Quality Management District's Regulation XV requires communities to adopt Transportation Demand Management (TDM) programs. These programs involve strategies to mitigate traffic congestion and/or air quality problems by encouraging the use of alternative commute modes during peak commuting periods. TDM alternatives and strategies will enable the City to influence and mitigate future roadway congestion.
- ◇ Previously, Lancaster had numerous on-street bike lanes on primary arterials throughout the City. However, as the City grew and traffic volumes increased, the bike lanes on these arterials were removed to provide additional lanes for vehicles. As a result, the current on-street system consists of only a few disjointed segments.

- **PARKING FACILITIES**

- ◇ Street parking is a problem in central Lancaster, and is beginning to become a problem in other areas of the City, due to an insufficient number of off-street parking lots.
- ◇ In contrast to the common desire to create greater amounts of off-street parking are the provisions of the south Coast Air Quality Management Plan which, in part, seeks to create parking shortages within employment-generating areas as a means of encouraging the use of carpools and public transit. In addition, reduction in the size of parking areas has been proposed by various entities as a means of reducing reflection of summer heat on buildings, thereby reducing energy consumption.

- ◇ The City's parking standards were originally taken from the County of Los Angeles' parking ordinance. The commercial, residential, and industrial parking requirements have been updated to reflect the specific needs of Lancaster.
- ◇ Parking lot landscape has not been a priority in Lancaster, but it is a growing concern.

- PUBLIC TRANSIT

- ◇ Lancaster residents have recognized the need for better alternative modes of transportation, which include increased public transit service and the institution of passenger rail service into the Los Angeles basin. The fact that the Lancaster area is spread out over a considerable distance, requires an efficient and effective regional and local public transit system. However, the dispersed, low density nature of the City makes establishing a viable public transportation system difficult and expensive.
- ◇ There is a need to increase service for existing bus transportation, as well as to create new routes. New bus stops will need to be conveniently located in areas that are chosen based on demand.
- ◇ There is also a need to increase commuter bus service and develop rail service for existing and future residents who live in Lancaster, but are employed in the San Fernando Valley and Los Angeles area.
- ◇ Presently, there are over 1,200 new park and ride spaces in five separate facilities under construction in the City. As the City continues to grow, additional facilities will be needed.

- COMMODITY MOVEMENT

- ◇ To serve new industries, the City is trying to attract rail extensions into industrial areas.
- ◇ There are no truck routes designated within the Lancaster study area. Although there are currently no indications that trucks present a problem, projected future development of industry will increase the use of trucks, which could result in congestion and land use conflicts.
- ◇ There are several major utility lines found in the study area which are necessary, but may inhibit scenic views. It is important to provide adequate buffers between surrounding land uses and rights-of-way owned by utility companies. These utility corridors may offer opportunities for recreational trails.

- AIR TRANSPORTATION

- ◊ Two commercial aviation facilities are located in and around the City of Lancaster: Fox Field and Palmdale Regional Airport. Both facilities have significant direct and indirect economic impacts on the region.
 - ◊ Palmdale Regional Airport will likely expand to approximately 400 operations per day by the year 2010.
 - ◊ Fox Field will likely remain a general aviation airport, with the number of based aircraft increasing from 570 aircraft in 1988 to 1,400 by the year 2003.
 - ◊ To ensure that surrounding land uses are compatible, appropriate agencies are directed to formulate comprehensive land use plans to provide for the orderly growth of each public airport and to safeguard the general welfare of the inhabitants within the vicinity of the airport.
-

GOALS, OBJECTIVES, POLICIES AND ACTIONS

Goal 14

A well-balanced transportation and circulation system which maximizes freedom of movement; provides for the efficient and safe transport of goods within and through the City of Lancaster; and which balances concerns for mobility with concerns for safety and the quality of the City's living environment.

STREETS AND HIGHWAYS

Past development within the City of Lancaster has generally occurred within a well defined and compact area; however, recent development approvals and projected future development will create a widely spread out urban form, consisting of separate and distinct urban nodes. This will place a significant strain on the ability of roadway facilities to support new residential, commercial, and industrial development. Unlike other urban areas within Southern California, the Antelope Valley suffers from a lack of freeway facilities. The valley's only freeway, State Route 14, is designed more to move traffic into and out of the valley than it is to facilitate traffic movement within the valley. This lack of freeway facilities will place a significant burden on Lancaster's surface roadway system to provide for not only local, but also regional trips within the valley. The following outlines Lancaster's program to ensure the adequacy of its road and highway system to accommodate planned growth.

Objective 14.1 Maintain a hierarchical roadway system which balances the need for free traffic flow with economic realities, such that streets are designed to handle normal traffic flows with tolerances to allow for potential short-term delays (Level of Service "D") at peak hours (see Table V-1).

Policy 14.1.1: Maintain accurate information on the City's roadway network identifying specific types of roadways and their functions capable of serving both the existing population and future residents, as the city transitions from a suburb to a self-contained city.

Specific Actions:

14.1.1(a) Establish a Master Plan of Streets and Highways for the study area and review and update, if necessary, in conjunction with the City's annual capital improvement program. The Master Plan of Streets and Highways will be used to assist in establishing priorities for funding street improvement projects.

STATUS:	Expand existing program.
RESPONSIBILITY:	Community Development and Public Works Departments.
TIME FRAME:	Ongoing.
FUNDING SOURCES:	Department budgets.

Table V-1
Roadway Designation and Facility Design

Facility Type	Emphasis (Mobility vs. Land Access)
Freeway	Mobility with no land use access and limited access to arterial streets.
Expressway and Regional Arterial	Mobility with limited access to arterials, collectors and major traffic generators.
Arterials, Major and Secondary	Mobility with controlled access to collectors and major traffic generators and restricted access to adjacent land uses.
Collector	Connects local streets with arterials and also provides access to adjacent land uses, balancing mobility and access.
Local	Access to adjacent land uses.

14.1.1(b) As part of the multi-year review of the Capital Improvements Program, evaluate traffic circulation patterns of the roadway network and assess the current operation level. Use the information to identify and prioritize capital improvements including road widening, paving and intersection improvements.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCES: Department budget.

14.1.1(c) As part of the development review process, continue to analyze the potential impacts of traffic generated by projects and the effects on adjacent land uses and surrounding neighborhoods. This information shall be used to determine appropriate mitigation measures for the project and will be added to the citywide traffic data base.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCES: Development review fees.

14.1.1(d) As part of the development and environmental review process, ensure that new development meets the provisions of the Los Angeles County Congestion Management Program (CMP) by requiring preparation of Traffic Impact Analyses and provision of mitigation as outlined in the CMP.

STATUS: New program.
RESPONSIBILITY: Public Works Department,
Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

14.1.1(e) Establish an ongoing traffic monitoring program along the City's primary roadway network and at key intersections.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

14.1.1(f) Periodically review traffic activity at railroad crossings to determine the priority of need for railroad grade separations and make improvements as funds become available.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Capital Improvement Program.

Policy 14.1.2: Maintain and improve the operation of the roadway network by upholding the following standards for the development and operation of the system, while providing the flexibility to allow consideration of innovative design solutions (see Table V-2).

Table V-2
Master Planned Roadway Rights-of-Way (In Feet)

Roadway Type	Right-of-Way ¹
Expressway	150'
Regional Arterial	120'
Major Arterial	100'
Secondary Arterial	80'
Collector	64'
Local	60'

¹ The rights-of-way and roadway widths may have to be widened at intersecting streets to provide additional travel and/or turning lanes to maintain acceptable levels of service. Paved widths may be reduced when appropriate for better design to slow traffic down, make a more livable project/community, or when there is no need for the full right-of-way.

Specific Actions:

- 14.1.2(a) Utilize the roadway performance standards outlined in objective 15.1 (Level of Service "D") to determine average daily roadway capacity and required roadway widths. Where new developments would increase traffic flows beyond the design capacity, require appropriate and feasible mitigation measures as a condition of approval.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

- 14.1.2(b) As a condition of approval for new development, require, at a minimum, that all internal roadways be constructed. Master planned roadways within the project site be constructed within their ultimate planned right-of-way, and that master planned roadways abutting the project site be constructed, at a minimum, to their master planned three quarter-width adjacent to the project site.

STATUS: Expansion of existing program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

14.1.2(c)

As a condition of approval for new development, require that sufficient off-site improvements be provided as necessary to ensure that roadway standards outlined in Objective 15.1 will be maintained in the peak hour along all roadways affected by the project.¹ If the performance of any street affected by a proposed project is below these standards prior to project approval, ensure that the project will not contribute to further degradation of roadway performance. Implementation of this action will be based on maintaining this standard over a 20-year time frame.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget,
development review fees.

14.1.2(d)

Where roadways cannot be widened to their full master planned width because of existing development or other physical constraints prohibit acquisition of full right-of-way, consider the following alternative methods of increasing roadway capacity:

- prohibition of on-street parking full time or only during peak travel hours; accompanied by an enforcement program.
- use of alternative lane widths with special striping to create additional travel lanes;
- consolidation of existing drive entries along the roadway;
- creation of acceleration and deceleration lanes at major new drive entries; and
- other such measures as might enhance traffic flow in the absence of full master planned right-of-way.

STATUS: Expand existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

14.1.2(e)

Investigate and pursue a combination of state funds, redevelopment funds, and other locally generated funds, to provide needed improvements on roadways within the City, including freeway and bridge widening.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Various funding sources.

¹ A development project shall be considered to affect a roadway link and adjacent intersections if project-generated traffic along the link is equal to or exceeds the criteria in the City's Traffic Study and Report policy guidelines.

14.1.2(f)

Conduct a study examining alternative standards for the roadway network and addressing the following:

- When the alternative standards are applicable;
- Use of curvilinear streets or derivations from the basic grid pattern;
- Variations in roadway widths;
- Variations in required street improvements

STATUS: New program.
RESPONSIBILITY: Public Works and Community Development Departments.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

14.1.2(g)

Maintain roadway standards which protect the rural character of areas designated for long-term non-urban use (<2.0 du/ac).

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

Policy 14.1.3:

Require that the cost of constructing or improving and maintaining arterials which connect outlying urban nodes to the City core and to other nodes be borne by developments which create the need for them.

Specific Actions:

14.1.3(a)

Through implementation of the Urban Structure Program, establish a procedure to project road construction and maintenance needs generated by a proposed development, to assign costs and to arrange for reimbursement by future developments.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

Policy 14.1.4: Encourage the design of roads and traffic controls to optimize safe traffic flow by minimizing turning, curb parking, uncontrolled access, and frequent stops.

Specific Actions:

14.1.4(a) As a condition of approval for new uses within commercial corridors, require, where feasible, the acquisition and/or granting of reciprocal access and parking agreements as a means of facilitating movement between uses without impacting the adjacent roadway.

STATUS: Expansion of existing program.
RESPONSIBILITY: Public Works Department,
Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets,
development review fees.

14.1.4(b) Require, where feasible, interconnecting off-street pedestrian and vehicular circulation between adjacent residential, commercial and office land uses. This shall be required along major transportation corridors to minimize traffic conflicts associated with pedestrian and vehicular movement to and from these properties.

STATUS: Existing program.
RESPONSIBILITY: Community Development and
Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

14.1.4(c) As a condition of approval, require provision of acceleration/deceleration lanes in new developments where necessary to maintain roadway carrying capacity.

STATUS: Existing program.
RESPONSIBILITY: Public Works and Community
Development Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

14.1.4(d) Through the development review process, ensure that points of access comply with City access regulations, and do not conflict with other existing or planned access points and encourage adjacent properties to use common points to access expressways, regional arterials, major arterials, and secondary arterials.

STATUS: Existing program.
RESPONSIBILITY: Public Works, Community
Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

14.1.4(e) Work with Caltrans, Los Angeles County and the City of Palmdale to coordinate signal timing along the regional arterial system throughout the Antelope Valley.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Capital Improvements Fund, department budget.

Policy 14.1.5: Provide adequate levels of maintenance for all components of the circulation system, such as roadways, sidewalks, bicycle facilities, roadway drainage systems, pedestrian, recreational trails, and similar facilities.

Specific Actions:

14.1.5(a) As part of the Capital Improvement Program, implement roadway maintenance and expansion programs as required to accommodate land use development and the traffic generated.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget, Capital Improvements fund.

14.1.5(b) Implement the provisions of the Urban Structure Program as they relate to maintenance of transportation facilities.

STATUS: New program.
RESPONSIBILITY: Community Development Department, Public Works Department, Department of Parks, Recreation, and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets, development review fees.

Policy 14.1.6: Ensure that the regional circulation system provides adequate connections across the Antelope Valley for convenient circulation and rapid emergency access.

Specific Actions:

14.1.6(a) Work with Caltrans, City of Palmdale, and County of Los Angeles to finalize the location of the regional arterials and the routing of SR-138.

STATUS: Existing program.
RESPONSIBILITY: Public Works and Community Development Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

14.1.6(b) Coordinate roadway system improvements and signalization with regional transportation plans by Caltrans, Los Angeles County Transportation Commission, and other jurisdictions.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

Objective 14.2 Promote a roadway system which balances the need to move vehicles while protecting environmental, aesthetic, and quality of life issues.

Policy 14.2.1: Support and improve a roadway network that is sensitive to environmental issues such as, biological, land, and water resources, as well as air quality, while permitting continued development within the study area.

Specific Actions:

14.2.1(a) Implement the policies and programs presented in the Plan For Natural Environment designed to protect and maintain resources that are impacted by transportation facilities and pollution generated by automobiles and trucks. (For implementation information, see specific actions listed in the section referenced.)

14.2.1(b) Continue implementation of state environmental requirements mandated by the California Environmental Quality Act (CEQA) to mitigate, to the extent feasible, significant environmental impacts associated with traffic and circulation improvements

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

Policy 14.2.2: Manage the City's roadway network so that it is aesthetically pleasing and encourage the development and maintenance of scenic highways.

Specific Actions:

14.2.2(a) Establish typical street landscaping sections for each street type and require through the development review process, parkway and median landscaping consistent with the designated typical section.

STATUS: New program.
RESPONSIBILITY: Community Development Department and Department of Parks, Recreation and Arts.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets and development review fees.

14.2.2(b) Develop and enforce street lighting standards, curbs, and gutter requirements, where appropriate, consistent with neighborhood/community character to reinforce the street hierarchy.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

14.2.2(c) Implement the policies and programs presented in the Plan for the Natural Environment designed to promote and protect scenic highways. (For implementation information, see specific actions listed in the section referenced.)

Policy 14.2.3: Support a roadway network that takes into consideration noise and safety issues, along with other quality of life issues.

Specific Actions:

14.2.3(a) Through the development review process, require berms, barriers, or other aesthetic treatment where appropriate along expressways, major arterials and truck routes to minimize noise impacts on sensitive land uses by implementing the programs in the Plan for Public Health and Safety. (For implementation information, see specific actions listed in the section referenced.)

14.2.3(b) When considering subdivision design, circulation patterns and street layout/design standards during the development review process, traffic flow requirements shall be balanced against the effect of these requirements on the livability and character of both the City's existing and proposed neighborhoods. Where conflicts arise between motorist convenience and neighborhood livability, the latter shall have higher priority.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 1.
FUNDING SOURCE: Development review fees.

PARKING FACILITIES

The role of parking facilities in the overall scheme of traffic improvements has been changing over the past several years. Traditionally, cities attempted to maximize the amount of off-street parking provided within residential, commercial, and industrial developments. Through this action, the capacity of roadway systems could be maximized by using "parking" lanes as travel lanes. The provision of adequate parking also has economic development implications; many business owners cite lack of adequate parking as a major reason for downtown business failures. In recent years, a recognition has grown that large suburban parking facilities encourage the use of single occupant vehicle travel and discourage carpooling and the use of public transit. In addition, large open parking facilities reflect summer heat onto buildings, requiring greater amounts of energy for building cooling. Finally, the existence of very large parking facilities designed to meet Christmas peak demands have also been found to have negative economic consequences for the businesses they serve. Shoppers tend to gravitate toward centers which appear to be successful. Large, vacant parking lots tend to create an unsuccessful image, thereby discouraging some shoppers.

Objective 14.3 Achieve a balance between the supply of parking and demand for parking, recognizing the desirability and availability of alternatives to the use of the private automobile.

Policy 14.3.1: Maintain an adequate supply of parking that will support the present level of automobiles and allow for the expected increase in private transportation use.

Specific Actions:

14.3.1(a) Conduct a study to analyze the adequacy of on- and off-street parking facilities within the City periodically to define issues associated with parking and project future parking needs.

STATUS:	New program.
RESPONSIBILITY:	Community Development Department.
TIME FRAME:	Priority 3.
FUNDING SOURCE:	Department budget.

Policy 14.3.2: Provide safe and convenient parking that has minimal impacts on the natural environment, the community image, or quality of life.

Specific Actions:

14.3.2(a) Review individual development projects to ensure that parking areas are designed to minimize visual disruption of the overall project design and are screened from streets to the extent consistent with police surveillance needs through a combination of mounding, landscaping, low profile walls (not to exceed three feet), and/or grade separations.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

14.3.2(b) Through the development review process, encourage parking area designs that minimize auto noise, glare, and increases in ambient temperature through the use of sound walls, screening with fences and/or landscaping.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

14.3.2(c) Revise the zoning ordinance to require that adequate off-street parking is incorporated into multiple family residential projects in the following ways:

- Parking within multiple family residential projects should be located within 200 feet of the dwellings it serves.
- Open parking areas should be clustered and treated as landscape auto plazas and courts; large open paved areas are not acceptable.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

14.3.2(d) Through the development review process, review individual developments to ensure that driveway placement is designed to simplify traffic flow patterns within parking areas, and to minimize potential traffic conflicts.

STATUS: Existing program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

14.3.2(e) Encourage the development of centralized parking lots and structures, where feasible, to promote walking rather than driving between individual businesses. See Also Specific Action 19.1.7(c).

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

14.3.2(f) As part of the update of the zoning ordinance, review the current City requirements to determine if adequate loading areas are required to minimize interference with efficient traffic circulation in industrial and commercial developments.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

ALTERNATIVE TRANSPORTATION MODES

Despite the massive funds committed to roadway and highway construction, Southern California still suffers from significant traffic congestion. Although the City of Lancaster does not suffer from the degree of traffic congestion of other communities, it is not immune from these problems. If Lancaster continues to rely primarily on the private automobile, congestion problems will mount, and the roadway system will ultimately fail. After conducting significant research on roadway needs, the Southern California Association of Governments and Caltrans have concluded that Southern California can *not* build its way out of severe traffic congestion. While the construction of new roadways is critical, roadway construction must be balanced with the expansion of alternatives to the use of the private automobile, including carpooling, public transit, bicycles, and walking. The following presents Lancaster's program to facilitate such alternatives.

Objective 14.4 Reduce reliance of the use of automobiles and increase average vehicle ridership (AVR) to 1.5 AVR by promoting alternatives to the use of the private automobile, including ridesharing, non-motorized transportation (bicycle, pedestrian), and the use of public transit.

Policy 14.4.1: Support and encourage the various public transit companies, ridesharing programs and other incentive programs, that allow residents to utilize forms of transportation other than the private automobile, and accommodate those households that rely on public transit.

Specific Actions:

14.4.1(a) Cooperate with Caltrans, Los Angeles County Transportation Commission, RTD, and other jurisdictions to plan and implement a rail system or other high speed link to the San Fernando Valley and the Los Angeles area.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

14.4.1(b) Support and encourage the development of an efficient transportation system for the entire community, emphasizing the particular needs of the transit dependent individuals in the City, such as senior citizens, the handicapped, and school students.

- Assist the local transit providers in the coordination, location and scheduling of public transit services and facilities.
- Work with Palmdale, Los Angeles County, and other agencies to integrate local transit service routes and schedules into a linked, valley-wide system.
- Urge the timely extension of public transit between residential areas and industrial employment centers.
- Support the establishment of transportation services and public transportation between Palmdale Regional Airport and Los Angeles International Airport.

STATUS: Existing program.
RESPONSIBILITY: Lancaster Public Works Department, Los Angeles County Transportation Commission, City of Palmdale, and other agencies.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

14.4.1(c)- Investigate new opportunities to assist in financing demand/response transit service for the elderly, handicapped, and recreational purposes.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

14.4.1(d) Periodically publish articles in the *Outlook*, highlighting transportation alternatives.

STATUS: Existing program.
RESPONSIBILITY: Public Information Officer,
Public Works Department,
Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: General fund.

Policy 14.4.2: Promote the use of alternative modes of transportation through the development of convenient and attractive facilities which support and accommodate the services.

Specific Actions:

14.4.2(a) Through the development review process, ensure that new developments make adequate provision for bus stop and turnout areas as necessary for both public transit and school bus service, as well as park-and-ride facilities identified as necessary by the service providers.

STATUS: Expand existing program.
RESPONSIBILITY: Community Development and
Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

Policy 14.4.3: Encourage bicycling, wherever possible, as an alternative to automobile travel for the purpose of reducing fuel consumption, traffic congestion, and air pollution by providing appropriate facilities for the bicycle rider (see also Policy 10.2.4 and appurtenant Specific Actions of the Plan for the Living Environment).

Specific Actions:

14.4.3(a) Revise the zoning ordinance to require commercial and industrial developments to provide reasonable and secure bicycle storage space for both patrons and employees.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

14.4.3(b) Provide bicycle racks in all public facilities and at convenient locations along major public streets.

STATUS: Expand existing program.
RESPONSIBILITY: Department of Parks,
Recreation and Arts, Community
Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

14.4.3(c) Through the development review process, in coordination with the Master Plan for Trails, require bikeways to link residential neighborhood areas with parks, scenic areas, and other points of interest. These bikeways should be designed to encourage intra-city travel to employment areas, civic and commercial areas, and schools.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Department of
Parks, Recreation and Arts.
TIME FRAME: Priority 1.
FUNDING SOURCE: Development review fees.

Policy 14.4.4: Encourage commuters and employers to reduce vehicular trips by implementing Transportation Demand Management strategies.

Specific Actions:

14.4.4(a) As part of the development and environmental review process, require implementation of transportation demand management programs for new commercial and industrial development based on the implementation of local government responsibilities under Southern California Air Quality Management Plan and Los Angeles County Congestion Management Plan (see Table V-3).

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget,
development review fees.

14.4.4(b) Work with Commuter Transportation Services to identify and promote a variety of trip reduction programs.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget, Capital
Improvements Fund.

14.4.4(c)

The City of Lancaster Transportation Coordinator will be responsible for the development and implementation of the city's employee transportation program, which will include, but not be limited to:

- Providing a ride-matching program;
- Developing car/van/bus pools;
- Promoting the use of public transit, walking and bicycling; and
- Preparation and update of the Transportation Demand Management Plan.

STATUS: Expand existing program.
 RESPONSIBILITY: Public Works Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budget.

**Table V-3
Timeline For Compliance**

TDM PLAN REQUIREMENTS BASED ON NUMBER OF EMPLOYEES AT WORK SITE		
MILESTONES	(100 OR MORE)	RESPONSIBILITY
Site Plan Approval	Site Design Guidelines	P/D
Certificate of Occupancy		P/D
80% Occupied	TRP Plan Process Begins	T-E/B
9 Months After 80% Occupied	Survey	T-E/B
12 Months After 80% Occupied	Annual Updated Plan Due	T-E/B
24 Months After 80% Occupied	Annual Updated Plan Due	T-E/B

P/D Property Owner(s) and/or Developer(s)
 ACPM Alternative Commute Mode Awareness Plan
 TRP Trip Reduction Plan
 T-E/B Tenant-Employer(s) and/or Building Managers

14.4.4(d)

As part of the General Plan Annual Review and Update, prepare an annual update of City Regulation XV compliance.

STATUS: Existing program.
 RESPONSIBILITY: Public Works Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budget.

Policy 14.4.5: Design transportation facilities to encourage walking. Facilities should be usable not only by pedestrians, but also by families with strollers, or people in wheelchairs.

Specific Actions:

14.4.5(a) Require ramps and other design features which comply with Federal and State regulations regarding transportation accessibility for the disabled in new developments, and, where practical, construct these facilities in existing urban areas.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

14.4.5(b) Through the development review process, require developers to include pedestrian accessways to buildings to encourage pedestrian activity.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget, development review fees.

14.4.5(c) Maintain all trails in a neat and orderly manner through an active program of weed and litter abatement.

STATUS: Existing program.
RESPONSIBILITY: Department of Parks, Recreation and Arts, Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

COMMODITY MOVEMENT

In addition to the movement of people within a community, a major function of a city's transportation system is to facilitate the movement of commodities. If the City of Lancaster is to successfully expand its industrial job base, establishment of viable truck routes and rail access to industrial areas will be critical. In addition, it is essential that utility companies have the ability to transport energy into Lancaster. The following outlines the General Plan's program to facilitate the movement of commodities within the City.

Objective 14.5 Ensure the availability of adequate means to safely move commodities within and through the City of Lancaster, including availability of truck routes, pipelines, and utility corridors, in such a manner as to minimize impacts on adjacent land uses and enhance Lancaster residents' quality of life.

Policy 14.5.1: Provide adequate roadways and a support system to accommodate both automobile and truck traffic.

Specific Actions:

14.5.1(a) Conduct a study examining the interface between truck routes, the complete roadway network, and adjacent land uses.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 4.
FUNDING SOURCE: Department budgets.

14.5.1(b) Adopt designated truck routes for use by commercial trucking that can safely accommodate truck travel while minimizing impacts on local traffic and neighborhoods.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 4.
FUNDING SOURCE: Department budgets.

14.5.1(c) As part of the zoning ordinance updates, review the zoning ordinance to evaluate the appropriateness of current standards for truck parking and loading facilities.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

Policy 14.5.2: Encourage the continued development of pipe and utility corridors and rail lines, while minimizing the impacts on adjacent land uses and the roadway network.

Specific Actions:

14.5.2(a) Through the development review process ensure that new development respects easements for existing pipes and utility lines.

STATUS: Existing program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

14.5.2(b) Prepare updated study for City Council review prior to incorporating construction of new railroad grade separations into the capital improvements program.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

14.5.2(c) Conduct a study analyzing the feasibility of creating additional spur access to appropriate industrial developments.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments, and Redevelopment Agency.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

14.5.2(d) Through the development review process encourage undergrounding of utilities within street rights-of-way and transportation corridors.

STATUS: Existing program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

AIR TRANSPORTATION

Convenient, commercial air transportation is a prerequisite to urban development. However, the conflict between commercial and residential uses and the noise and safety hazards associated with air traffic can be significant. The need for up-to-date air transportation must be balanced by measures to safeguard the general welfare of the people and businesses located in the vicinity of the airport.

Objective 14.6 Promote the expansion of air transportation services for passengers and cargo.

Policy 14.6.1: Support and encourage the addition of regional air transportation services at air installations in the vicinity, while acknowledging development limitations in the interface zone immediately surrounding the airport, as well as the affected area beyond the interface zone.

Specific Actions:

14.6.1(a) Coordinate a joint study with the City of Palmdale and Los Angeles Department of Airports on ways to encourage additional regional air flights.

STATUS: New program.
RESPONSIBILITY: Community Development Department and Airport Manager.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

14.6.1(b) Implement the policies and programs presented in the Plan For Physical Development and the Plan For Public Health and Safety, Air Installation and Land Use Compatibility. (For implementation information, see specific actions listed in the section referenced.)

PLAN FOR
MUNICIPAL SERVICES
& FACILITIES

VI. PLAN FOR MUNICIPAL SERVICES AND FACILITIES

INTRODUCTION

Communities cannot exist without basic infrastructure and services. However, the provision of services varies from city to city. Some communities are the primary service providers; in other communities, like Lancaster, many of the municipal services, such as water, sewage treatment, and solid waste management are provided by other agencies. However, as the area grows, services may be provided more economically and efficiently by the City.

The Plan For Municipal Services and Facilities sets forth policies and standards for the rational and cost-efficient provision and extension of public services to support planned development and protect natural resources.

These policies and standards are largely based on the Urban Structure Program described in the General Plan Preface. Thus, the goals, objectives, policies, and implementation actions proposed herein are to be used in conjunction with the provisions contained primarily in the Plan for Physical Development, the Plan for Economic Vitality, and the Plan for Physical Mobility. Present conditions are addressed, along with measures for improvement. Existing public services in Lancaster are analyzed on their present condition, need for improvement, and planned and possible needs for future expansion.

Major sections within the Plan For Municipal Services and Facilities are:

- Level of Service
 - Water Facilities
 - Flood Control and Drainage
 - Wastewater Facilities
 - Solid Waste Management
 - Coordination of Development and Public Services
-

ISSUES, OPPORTUNITIES, AND FINDINGS

- LEVELS OF SERVICE

- ◊ Public services act as a gauge of satisfaction with the City felt by businesses and members of the community. Decreases in levels of service or increases in service costs can significantly affect how people feel about local government and development trends. To ensure that services do not deteriorate, it is necessary to define what levels of service are acceptable.

- WATER FACILITIES

- ◊ The two sources of water for the Lancaster area are local groundwater and the State Water Project. The primary source of imported water is the California Aqueduct. Water is purchased by the Antelope Valley-East Kern Water Agency (AVEK), a wholesale water distributor. AVEK sells and distributes water to retail public and private water agencies, who in turn sell the water directly to consumers.
- ◊ There are twelve retail water districts or mutual water companies serving the Lancaster area. Areas not served by these agencies receive water by individual wells or by truck. Except in emergencies, there is little need for cooperation between the twelve separate companies due to different types of systems.
- ◊ Los Angeles County Water Works District No. 4, the largest retail water purveyor serving Lancaster, has at present, a storage capacity in Lancaster of less than one day's worth of water (86 percent) of its maximum daily demand. With the construction of eight new storage tanks, the District will be able to store one and a half days worth (149 percent) of its maximum daily demand. However, even a water reserve of this size is considered low, and may not provide adequate protection if the supply of water from the aqueduct is interrupted.
- ◊ State water for the Antelope Valley is treated by AVEK at four water treatment plants: Quartz Hill, Rosamond, Tehachapi, and Eastside. The Quartz Hill Treatment Plant, treats all of the imported water currently used in the Lancaster area, but the Eastside Treatment Plant may be expanded in the future to serve the Lancaster study area.
- ◊ Additional water will be required to support projected growth in the area. Due to the current drought, allocations of water from the State Water Project have been severely limited. This has caused additional pumping of groundwater, further exacerbating a declining water table.
- ◊ established. The existence of many separate water companies has resulted in conflicting reports on the water table level. The process of adjudication and/or consolidation would regulate drilling and help unite the water companies for efficient water service provision.

- ◇ Water conservation is an important issue in a desert community, regardless of the existence of a drought. Permanent water conservation methods are important for the preservation of water as a vital resource. The use of reclaimed water is one method to free up domestic drinking water.

- FLOOD CONTROL AND DRAINAGE

- ◇ A portion of the study area is subject to flooding, caused by uncontrolled runoff from the San Gabriel foothills. Many localized drainage problems are associated with natural tributaries and increased runoff resulting from urbanization. Drainage channels of greatest concern are:
 - Amargosa Creek
 - Anaverde Creek
 - Fairmont Creek
- ◇ The 1985 "Antelope Valley Master Plan of Drainage" was designed to be a comprehensive plan for flood control facilities in the Antelope Valley. The plan includes floodplain management techniques and describes needed expansions to the existing system, including detention basins, retention basins, channelization, planned flow paths, and groundwater preserves.
- ◇ Lancaster's City Master Plan of Drainage incorporates major elements of the County Master Plan. However, there are no identified funding mechanisms or schedule for major improvements except in the established area of the City and along Amargosa Creek.

- WASTEWATER FACILITIES

- ◇ Wastewater flows from the City are treated at the County of Los Angeles Lancaster Water Reclamation Plant. This plant is currently operating near capacity with expansion planned for the near future.
- ◇ Currently, there are limited uses for reclaimed water. Secondary effluent goes through tertiary treatment, and is used primarily as irrigation water at Apollo Park, periodically by a local construction company, and by a few private agricultural uses. At this time, secondary effluent is used as agricultural irrigation at Nebeker Ranch.
- ◇ Information on the sewage collection system is limited. Sewers at or near capacity need to be identified. Additional development will generate more wastewater and impact the existing wastewater collection, treatment, and disposal facilities.

- SOLID WASTE

- ◊ Two private companies provide the majority of waste collection and disposal services in the study area: Waste Management of Lancaster and Antelope Valley Rubbish. These companies are now under City contract to provide services. The Lancaster Sanitary Landfill and the Palmdale Landfill are the two solid waste disposal sites in the Antelope Valley that accept rubbish from the Lancaster area. Both sites are in the process of expanding to accommodate increasing waste generation.
- ◊ Increased development in the study area will generate additional volumes of solid waste. In addition to the expanded capacity of the present landfills, new waste disposal sites will need to be developed.
- ◊ The Integrated Waste Management Act of 1989 requires cities and counties to divert 25 percent of their wastes by 1995 and 50 percent by 2000 through source reduction, recycling, and composting. Lancaster is in the process of designing recycling and resource recovery programs.

- COORDINATION OF DEVELOPMENT OF PUBLIC SERVICES

- ◊ City Hall reached capacity, was expanded in 1989, and again is near capacity in 1991. As the City grows, City services and the accompanying facilities will be needed. Recently the possibility of developing a civic center has been discussed.
-

GOALS, OBJECTIVES, POLICIES AND ACTIONS

Goal 15

A full range of municipal services and facilities at desired levels for urban and rural areas, as appropriate.

LEVELS OF SERVICE

One of the primary concerns of businesses and residents is the level of service offered by a City -- is water pressure adequate, do the streets drain quickly. The policies and specific actions below establish guidelines for urban services. They are designed to ensure that infrastructure facilities adequately serve both present and future development.

Objective 15.1 Achieve and maintain the following levels of service:

Facility/Service	Performance Objective
Streets	Level of Service "C" wherever possible; Level of Service "D" during peak hours.
Sanitary Sewers	Restricted flow only during peak day, peak hour conditions.
Sewage Treatment	Remain within the rated capacity of the treatment facility.
Water Systems	Adequate fire flow as established by the County Fire Department; sufficient storage for emergency situations.
Flood Control	Provision of protection of structures for human occupancy from the 100-year flood.
Police Protection	Seven (7) minute average response time for emergency calls within urban areas, nine (9) minute average response time for emergency calls within rural areas.
Fire Protection	Five (5) minute maximum response time to emergency calls within urban areas; seven (7) minute maximum response time for emergency calls within rural areas.
Parks and Recreation	Three (3) acres per 1,000 population of neighborhood and community serving park lands; National Parks and Recreation Association standards for the provision of ball fields, basketball courts, municipal pools, and tennis courts; 500 square feet of community center floor area per 1,000 population.
Libraries	10,000 square feet of library space per 36,000 residents; 18.3 weekly service hours per 10,000 population; 2.82 books per capita.

Facility/Service	Performance Objective
Schools and other Public Buildings and Facilities	Sufficient number and size to provide required services.

Policy 15.1.1: Promote continued coordination between the City of Lancaster and local service providers.

Specific Actions:

15.1.1(a) Provide area public service providers with the quarterly Development Summary Report prepared pursuant to the Plan For the Living Environment, Specific Action 6.1.1(b).

STATUS: New program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Priority 1.
 FUNDING SOURCE: Department budget.

15.1.1(b) Through implementation of the Urban Structure Program, continue to coordinate with service providers in evaluating development proposals.

STATUS: Expand existing program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Development review fees.

15.1.1(c) Review development proposals within the City of Palmdale and unincorporated areas with regard to potential impacts that such development will have within the City of Lancaster. Work with the City of Palmdale and Los Angeles County to establish and implement a mitigation mechanism to ensure that development within one jurisdiction will not impact services and facilities within other jurisdictions.

STATUS: Existing program.
 RESPONSIBILITY: Community Development and Public Works Departments.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Department budgets.

15.1.1(d) Pursuant to the provisions of Government Code Sections 65301 and 65401, ensure that all departments within the City, and all other local government agencies (including the County, school districts, and other special districts) submit a list of proposed projects to the City, and that the City review and report on the consistency of these projects to the City Council as part of the annual General Plan Review.

STATUS: New program.
RESPONSIBILITY: Finance Department and
Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

WATER FACILITIES

Policy 15.1.2: Ensure an adequate water supply system by meeting the standards for domestic and emergency needs.

Specific Actions:

15.1.2(a) In conjunction with AVEK and area water purveyors, conduct a study to analyze the current status of the water delivery system in the area and evaluate the need for adjudication of the groundwater basin. See also Specific Action 3.1.2(a).

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 3.
FUNDING SOURCES: Department budget.

15.1.2(b) Conduct a study to identify users who could potentially substitute the uses of reclaimed water in their operations and examine alternatives for the use of secondary water. See also Specific Action 3.1.3(a).

STATUS: New program.
RESPONSIBILITY: Public Works Department, and
local water purveyors.
TIME FRAME: Priority 3.
FUNDING SOURCES: Department budget.

15.1.2(c) Periodically evaluate the adequacy of existing water facilities, consumption patterns and the need for new facilities, and include this information in the comparison of services and facilities for performance criteria listed in Objective 15.1.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 3.
FUNDING SOURCES: Department budget.

15.1.2(d)

Implement the policies and programs described in the Water Resources section of the Plan for the Natural Environment, including:

- Protection of groundwater supplies.
- Protection of groundwater recharge areas.
- Support the consolidation of water companies and/or adjudication of the groundwater basin.

Promote water conservation by:

- Requiring the use of xeriscape (landscaping with drought tolerant vegetation) in all new subdivision perimeter treatments and in commercial/industrial developments.
- Encouraging the clustering of units and other site design measures.
- Using reclaimed water for large scale irrigation (parks, cemeteries, school fields) and for dust control during grading.
- Encouraging computerized irrigation controllers, water-sensing potentiometers, and drip irrigation systems.

(For implementation information, see specific actions listed in the section referenced.)

FLOOD CONTROL AND DRAINAGE

Policy 15.1.3: Ensure that adequate flood control facilities are provided, which maintain the integrity of significant riparian and other environmental habitats in accordance with Biological Resources policies.

Specific Actions:

15.1.3(a) In conjunction with the preparation of the Capital Improvements Program, annually review unit assessments used to fund local flood control improvements.

STATUS:	New program.
RESPONSIBILITY:	Public Works Department.
TIME FRAME:	Priority 2.
FUNDING SOURCES:	Department budget.

- 15.1.3(b) Review current drainage improvement design standards to ensure that important biological communities and groundwater recharge areas in natural drainage channels are not negatively impacted by existing or proposed facilities.
- STATUS: New program.
 RESPONSIBILITY: Public Works Department, Community Development Department.
 TIME FRAME: Priority 2.
 FUNDING SOURCES: General fund.
- 15.1.3(c) Conduct a study to analyze the feasibility of using Mello-Roos Community Facilities Districts as a way to pay for portions of local and regional storm drain improvements.
- STATUS: New program.
 RESPONSIBILITY: Public Works Department, City Manager's Office.
 TIME FRAME: Priority 3.
 FUNDING SOURCES: General fund.
- 15.1.3(d) Periodically evaluate the adequacy of existing drainage facilities and the need for new facilities and include the assessment in the report's comparison of services and facilities to performance criteria listed in Objective 15.1.
- STATUS: New program.
 RESPONSIBILITY: Public Works Department.
 TIME FRAME: Priority 3.
 FUNDING SOURCES: Department budget.
- 15.1.3(e) Designate and protect such lands as will be needed for master planned drainage facilities.
- STATUS: Existing program.
 RESPONSIBILITY: Public Works and Community Development Departments.
 TIME FRAME: Ongoing.
 FUNDING SOURCES: Development fees.
- 15.1.3(f) Consider drainage and flood control facilities for joint use with recreation facilities, where feasible.
- STATUS: Existing program.
 RESPONSIBILITY: Public Works Department, Community Development Department, and Department of Parks, Recreation and Arts.
 TIME FRAME: Ongoing.
 FUNDING SOURCES: Development fees.

15.1.3(g) Implement the policies and programs in the Flooding and Drainage Section of the Plan For Public Health and Safety, including:

- Regional drainage study.
- Flood abatement program.
- Maintenance and construction of flood control facilities.

(For implementation information, see specific actions listed in the section referenced.)

Policy 15.1.4: Ensure that development in recognized flood prone areas is mitigated. Any mitigation of flood hazard in one area shall not exacerbate flooding problems in other areas.

15.1.4(a) As part of the development review process, require individual developments to install sufficient drainage facilities to provide all-weather access and protection as per FEMA requirements.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCES: Development fees.

WASTEWATER FACILITIES

Policy 15.1.5: Ensure sufficient infrastructure is built and maintained to handle and treat wastewater discharge.

Specific Actions:

15.1.5(a) Research State and Federal financing programs for sewer infrastructure needs.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 4.
FUNDING SOURCES: General fund.

15.1.5(b) Periodically evaluate the adequacy of existing sewer facilities and the need for new facilities, and include in the comparison of services and facilities to performance criteria listed in Objective 15.1.

STATUS: New program.
RESPONSIBILITY: Public Works and Community Development Departments.
TIME FRAME: Priority 4.
FUNDING SOURCES: Department budgets.

15.1.5(c) Work with the appropriate agencies to identify potential locations for future development of a treatment plant facility, and designate these areas appropriately on the General Plan Land Use Map.

STATUS: New program.
RESPONSIBILITY: Public Works and Community Development Departments.
TIME FRAME: Priority 3.
FUNDING SOURCES: Department budgets.

SOLID WASTE MANAGEMENT

Solid waste management -- what to do with our garbage -- is an issue communities throughout California, as well as in other parts of the country, are being forced to face. Increased volumes accompanied by an expanding number of regulations are creating real concerns for many cities and counties. Although the two landfill sites that currently serve Lancaster are in the process of being expanded, increased development in the study area will generate additional volumes of solid waste. The following policies and specific actions represent Lancaster's program for managing solid waste.

Objective 15.2 Minimize the negative impacts of solid waste disposal.

Policy 15.2.1: Consider the use of cogeneration at appropriate facilities.

15.2.1(a) Work with disposal franchises in their efforts to study the feasibility of waste to energy cogeneration systems at local landfills and the potential funding sources for installation and operation.

STATUS: New program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Priority 4.
FUNDING SOURCE: General fund.

Policy 15.2.2: Minimize the generation of solid wastes as required by State law (AB-939) through an integrated program of public education, source reduction, and recycling.

Specific Actions:

15.2.2(a) Support the establishment of a city-wide recycling program.

STATUS: Existing program.
RESPONSIBILITY: Public Works Department.
TIME FRAME: Ongoing.
FUNDING SOURCES: General fund.

- 15.2.2(b) Through the *Outlook*, publicize recycling programs and locations, disposal sites for household hazardous solid waste, and conduct recycling education programs.
- STATUS: Existing program.
 RESPONSIBILITY: Public Information Office.
 TIME FRAME: Ongoing.
 FUNDING SOURCES: General fund.
- 15.2.2(c) Support the establishment and operation of a curbside collection program for mixed recyclables.
- STATUS: Existing program.
 RESPONSIBILITY: Public Works Department,
 Waste Management of
 Lancaster and Antelope Valley
 Rubbish.
 TIME FRAME: Ongoing.
 FUNDING SOURCES: General fund.
- 15.2.2(d) Establish programs which encourage citywide composting.
- STATUS: New program.
 RESPONSIBILITY: Department of Parks,
 Recreation and Arts, Public
 Works Department.
 TIME FRAME: Priority 2.
 FUNDING SOURCE: General Fund.
- 15.2.2(e) The City's Environmental Engineer shall provide information and educational programs for the community regarding recycling, special waste disposal, and backyard composting to reduce use of landfills for solid waste.
- STATUS: New program.
 RESPONSIBILITY: Public Works Department,
 Waste Management Programs.
 TIME FRAME: Priority 1.
 FUNDING SOURCE: General Fund.
- 15.2.2(f) Explore the feasibility of restricting the amount of lawn used to landscape new developments.
- STATUS: Existing program.
 RESPONSIBILITY: Department of Parks,
 Recreation and Arts, Community
 Development Department,
 Public Works Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: General Fund.

COORDINATION OF DEVELOPMENT AND PUBLIC SERVICES

Recent development approvals in the study area have not occurred in areas contiguous to the urban core, but several miles from the City's center. These new projects will be connected to the City by infrastructure which is not adjacent to, or supported by, contiguous development. Roads, for example, will be required to traverse several miles of undeveloped land to link new projects to each other and the City's center. As a result of its commitment to a dispersed form of urban growth, Lancaster is forced to establish a method of coordinating development activity with the provision of services to be sure that the costs of providing and maintaining infrastructure and services are assigned in an equitable manner. The following constitutes Lancaster's program to accomplish this objective.

Objective 15.3 Ensure the coordination of development activity with the provision of public services and facilities in order to eliminate gaps in service provision to provide economical public services, and to achieve the equitable sharing of the cost of such facilities and services.

Policy 15.3.1: Ensure that new development shall construct and/or pay for new on-site capital improvements required by their project, and the subsequent maintenance, consistent with performance criteria identified in Objective 15.1. The Urban Structure Program shall be used to recoup the costs of new development and provide services in an equitable manner, not to influence the rate of growth.

Specific Actions:

15.3.1(a) Through implementation of the Urban Structure Program, ensure that new developments do not result in any long-term or short-term reduction in the level of municipal services provided to existing development.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCES: Development review fees.

15.3.1(b) Through implementation of the Urban Structure Program, ensure that new developments do not substantially increase the cost of municipal services provided to existing development.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCES: Development review fees.

Policy 15.3.2: Direct growth to areas with adequate existing facilities and services, areas which have adequate facilities and services committed, or areas where public services and facilities can be economically extended, meeting the criteria of the Urban Structure Program.

Specific Actions:

15.3.2(a) Utilize the performance criteria contained in Objective 15.1 to determine the adequacy of public services and facilities, and to establish requirements, fees, and exactions to be provided by new development within the City of Lancaster.

- Maintain a development review process which places the ultimate responsibility of the project sponsor for ensuring that necessary infrastructure (including systemwide improvements) needed to support new development are available at the time they are needed.
- Revise City applications and/or environmental forms as necessary to require that applicants for new development provide sufficient information to permit the City and other responsible agencies to determine the significance of potential impacts on existing services and facilities, and to determine the specific facilities and services which will be necessary to support project buildout consistent with Objective 15.1.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets, development review fees.

15.3.2(b) Prior to the issuance of commercial or industrial building permits, or the recordation of residential tract maps, ensure the availability of adequate water flow by requiring the testing of fire hydrants in the vicinity of the project, and, in the absence of adequate flows, require either the installation of on-site fire protection devices or improvements that upgrade the area's water system to accommodate adequate flows.

STATUS: Existing program.
RESPONSIBILITY: Fire and Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCES: Development fees.

15.3.2(c)

As part of the development and environmental review process, implement the Urban Structure Program and ensure that all public services and facilities needed to support development as outlined in Objective 15.1 will be available at the time they are needed.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets, development review fees.

15.3.2(d)

As a condition of approval for new development, implement the Urban Structure Program and require that improvements be made as necessary to ensure that the performance of services and facilities to existing development will not fall below the performance objective identified in Objective 15.1.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets, development review fees.

15.3.2(e)

If services or facilities are operating below the performance criteria contained in Objective 15.1 due to needs created by existing development, implement the following actions:

- Adopt in or concurrent with the City Capital Improvement Plan a program to ensure that the performance criteria will be met at the earliest feasible date.
- Require that new proposed developments provide such facilities as are necessary to ensure that performance criteria are met for public services and facilities to be provided to the proposed development, and that existing public service facility and service performance is not further downgraded.

STATUS: Expand existing program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

- 15.3.2(f) Unless otherwise approved by the City, require that public water, sewer, drainage and other basic infrastructure needed for a project phase be constructed prior to or concurrent with initial development within that phase at a level sufficient to meet the needs of the entire phase.
- STATUS: Existing program.
 RESPONSIBILITY: Public Works Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCES: Development fees.
- 15.3.2(g) Development of interim facilities will only be permitted in areas where the City has determined that such interim facilities will not interfere in any way with the development of master planned public facilities.
- STATUS: Existing program.
 RESPONSIBILITY: Public Works Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCES: Development fees.
- 15.3.2(h) Periodically inventory service capabilities of public service providers within the City.
- STATUS: New program.
 RESPONSIBILITY: Public Works and Community Development Departments.
 TIME FRAME: Priority 3.
 FUNDING SOURCES: Department budgets.
- 15.3.2(i) Assist in the County's Deficiency Study, conducted every two years, to identify needed improvements for the County budget.
- STATUS: Existing program.
 RESPONSIBILITY: Public Works Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCES: Development fees.
- 15.3.2(j) In conjunction with the General Plan Annual Review, adopt a multi-year Capital Improvements Program each year, as provided by State law.
- STATUS: New program.
 RESPONSIBILITY: Public Works, Community Development and Finance Departments.
 TIME FRAME: Priority 1.
 FUNDING SOURCES: Department budgets.

15.3.2(k)

As part of the General Plan Annual Review, compare services and facilities to the performance criteria listed in Objective 15.1. If public services and facilities and performance criteria have not been met, structure Capital Improvement Plans to work toward a remedy of the situation and implement necessary development review procedures.

STATUS: New program.
RESPONSIBILITY: Public Works, Community
Development and Finance
Departments.
TIME FRAME: Priority 2.
FUNDING SOURCES: Department budgets.

15.3.2(l)

In conjunction with the preparation of the Capital Improvements Program, annually review user charges and development impact fees to ensure that the fees accurately reflect the City's costs.

STATUS: New program.
RESPONSIBILITY: Public Works and Community
Development Departments.
TIME FRAME: Priority 2.
FUNDING SOURCES: Department budgets.

15.3.2(m)

As part of the General Plan Annual Review, continue to monitor the need for satellite city facilities as growth extends out from the City center.

STATUS: New program.
RESPONSIBILITY: Public Works and Community
Development Departments.
TIME FRAME: Priority 3.
FUNDING SOURCES: Department budgets.

PLAN FOR
ECONOMIC
DEVELOPMENT
& VITALITY

VII. PLAN FOR ECONOMIC DEVELOPMENT AND VITALITY

INTRODUCTION

Local economic development and vitality consists of the ways in which people and businesses contribute to a city's economy through consumption, production, investment, and job creation. Thus, the economic development process involves the linkages between population, area businesses and industry, and the financial health of City government. The Lancaster Plan for Economic Development and Vitality addresses:

- Creation and retention of local employment
 - Provision of municipal revenue-generating land uses
 - Role of downtown Lancaster in the future of the City
 - Establishment of Lancaster as a center for regional activities
 - Financing public services and facilities for new development
-

ISSUES, OPPORTUNITIES AND FINDINGS

- ECONOMIC DEVELOPMENT

- ◊ Continued population growth in Lancaster is expected to increase the size of the local labor force and worsen the currently low jobs/housing balance if new employment opportunities do not keep up with the rate of population growth.
- ◊ Without the average annual addition of up to 1,500 new basic industry jobs the proportion of the labor force which commutes to work outside of the Antelope Valley region will increase.
- ◊ Employment in non-basic industries (such as most retail and local service firms) is expected to generate an average of 1,500 new jobs each year to serve increased consumer demand resulting from added population and less sales leakage.
- ◊ Intensified economic development efforts will be needed to retain existing firms, help start up new firms, and attract relocating firms including improved infrastructure and facilities, more diverse development site availability, targeted labor force training, financial and technical assistance, increased levels of marketing, and better access to the Los Angeles basin market area.

- FISCAL IMPACTS

- ◊ Continued population growth in Lancaster will erode the city's ability to pay for municipal service costs due to limited projected growth of municipal revenues.
- ◊ The City budget may not be able to help finance many needed capital improvement projects such as public facilities and infrastructure because there will be limited availability of funds after paying annual operating expenses.
- ◊ To maintain fiscal balance in light of the projected growth, the City must shift more of the responsibility for public facility and infrastructure improvement financing to the new developments creating the need.
- ◊ To ensure fiscal solvency in light of the projected growth, the City must limit municipal service cost growth by providing more efficient services and by shifting extraordinary service costs generated by new peripheral development from the City to the new development.

- FINANCIAL STABILITY

- ◇ Municipal capital improvement needs for public facilities and infrastructure will rise dramatically with new development and population growth and exceed the ability of the municipal budget to finance such improvements.
 - ◇ The City budget will be confined to maintaining existing facilities and infrastructure and adding new capital improvements only as capital improvement funds become available or as the City incurs long-term debt to finance needed projects.
 - ◇ The City will continue to rely upon the Redevelopment Agency to provide financial assistance to fund qualifying public facilities, housing and infrastructure projects within the redevelopment project areas as a means to stimulate economic development.
 - ◇ Coordinated capital financing for all public facilities and infrastructure needs will be required to ensure the timely provision of schools, parks, roadways, storm drainage, sewers, water, utilities, fire stations and related improvements.
 - ◇ A systematic procedure is necessary to identify, modify and consolidate municipal policy defining the obligation of new development to provide capital improvements and the City's role in planning, regulating and assisting in the development of needed capital improvements.
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GOALS, OBJECTIVES, POLICIES AND ACTIONS

Goal 16

Economic self-sufficiency and a fiscally solvent and financially stable community.

CREATION AND RETENTION OF LOCAL EMPLOYMENT

Along with parks and school facilities, the expansion of local employment opportunities is of primary community concern. Present projections indicate that the rate of population growth is outdistancing the rate of employment growth. The implications of this trend are significant and foreboding. The Antelope Valley's primary physical connection to job centers in the Los Angeles basin, State Route 14, is already over capacity, and cannot accommodate significant expansion of the area's commuter population. The social consequences and impact on family life of the long commutes now suffered by Lancaster residents are likewise significant. If Lancaster is to achieve its desire to become a balanced and complete community, it must achieve a balance between local employment and local housing. The following outlines the General Plan's program to increase the City's employment base.

Objective 16.1 Achieve and maintain a balance between the number and types of jobs and the amount and cost of housing available within the Lancaster General Plan study area.

Policy 16.1.1: Promote local economic planning and implementation activities which can stimulate continued increases in local employment in order to maximize local employment and minimize commuting.

Specific Actions:

16.1.1(a) Continue to address the major economic development issues facing the city including diversified business and employment growth, a skilled labor force, development opportunities and fiscal stability.

STATUS:	Existing program.
RESPONSIBILITY:	City Council, Economic Development Corporation, Department Directors, and Redevelopment Agency officials.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	City General Fund, Redevelopment Agency budget.

- 16.1.1(b) Continue to promote the employment generating and marketing activities of the Lancaster Economic Development Corporation.
- STATUS: Existing program.
 RESPONSIBILITY: City Council, Lancaster Redevelopment Agency, and the Community Development Department.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Combination of City General Fund, Redevelopment Agency budget, any special Federal, State or County funds as may be applicable.
- 16.1.1(c) Continue to support economic development related activities within Lancaster municipal departments and the Redevelopment Agency. Staff to coordinate with Lancaster Economic Development Corporation and Redevelopment Agency activities.
- STATUS: Expand existing levels of departmental activities.
 RESPONSIBILITY: City Council, Redevelopment Agency, and department directors.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Combination of City General Fund and Agency budget.
- 16.1.1(d) As part of the Annual General Plan Review Report, monitor the jobs/housing ratio, including evaluation of the relationship between the types of jobs being created and the cost of housing being constructed, in order to determine the progress toward achieving economic diversity and economic self-sufficiency.
- STATUS: New program.
 RESPONSIBILITY: Community Development Department, Lancaster Economic Development Corporation.
 TIME FRAME: Priority 1.
 FUNDING SOURCE: City General Fund, Lancaster Economic Development Corporation budget.
- 16.1.1(e) Use the new business license requirement for all businesses operating in Lancaster as a means to inventory and monitor changes among businesses.
- STATUS: Existing program.
 RESPONSIBILITY: City Council, with recommendation from the City Manager.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: City General Fund.

Policy 16.1.2: Stress the attraction and expansion of basic industries to maximize employment and economic growth.

Specific Actions:

16.1.2(a) Target annual marketing and promotion efforts to industries with higher economic multiplier effects which can help attract and support more local jobs.

STATUS: Existing program.
RESPONSIBILITY: Lancaster Economic Development Corporation, Redevelopment Agency and Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: City General Fund, Redevelopment Agency budget, Lancaster Economic Development budget.

16.1.2(b) Facilitate the provision of special assistance to retain and expand existing basic industries, particularly those in the military and civilian aerospace sectors of the local economic base.

STATUS: Existing program.
RESPONSIBILITY: City Council, Lancaster Redevelopment Agency, Antelope Valley Board of Trade, and Economic Development Corporation.
TIME FRAME: Ongoing.
FUNDING SOURCE: City General Fund, Redevelopment Agency budget, Lancaster Economic Development Corporation budget.

Policy 16.1.3: Ensure that sites are available for a diversity of industrial and commercial users.

Specific Actions:

16.1.3(a) Periodically provide a listing of improved development sites for a broad range of industrial and commercial users including business parks, office parks, research and development parks, industrial and office condominiums, rail-served industrial parks and incubator facilities.

STATUS: Expand existing program.
RESPONSIBILITY: Lancaster Economic Development Corporation, Community Development Department, Redevelopment Agency
TIME FRAME: Ongoing.
FUNDING SOURCE: Lancaster Economic Development budget, City General Fund, Redevelopment Agency budget.

16.1.3(b) Facilitate the development of industrial and commercial projects which provide greater job opportunities for residents of Lancaster by providing financial, processing and negotiations assistance.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department, Public Works Department, and the Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency budget.

16.1.3(c) Facilitate the development of industrial and commercially designated areas by exploring methods of providing a backbone infrastructure system using financing vehicles such as special assessment districts.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments, Redevelopment Agency, Chamber of Commerce and BIA.
TIME FRAME: Priority 2.
FUNDING SOURCE: Individual budgets.

16.1.3(d) Provide for the expeditious processing of applications and plans by streamlining the approval process when resources permit.

STATUS: New program.
RESPONSIBILITY: Community Development,
Public Works, and Parks,
Recreation and Arts
Departments, and
Redevelopment Agency.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budgets.

Policy 16.1.4: Build on the existing aerospace employment base as a means to help buffer against economic downturns while continuing to diversify job opportunities in other sectors of the local economy.

Specific Actions:

16.1.4(a) Periodically monitor the labor force, development and regulatory needs of local aerospace and aerospace related firms in order to assist in their retention and expansion.

STATUS: Existing program.
RESPONSIBILITY: Lancaster Economic
Development Corporation,
Community Development
Department and Antelope
Valley Board of Trade.
TIME FRAME: Ongoing.
FUNDING SOURCE: Respective budgets.

Policy 16.1.5: Ensure that there is a diversity of housing types and price levels in order to provide for the needs of a broad range of labor force skills and income levels.

Specific Actions:

16.1.5(a) Include in the Annual General Plan Review, as necessary, a listing of the specific actions described in the Plan for the Living Environment which are designed to help the City develop and maintain a diversity of housing types at all price levels. Each year, assess the City's accomplishments and reevaluate scheduling priorities.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Redevelopment
Agency.
TIME FRAME: Priority 2.
FUNDING SOURCE: Redevelopment Agency tax
increment housing set aside
revenues, various Federal and
State funding sources, City
General Fund.

Objective 16.2 Maintain active programs for the retention of existing businesses within the City and for the recruitment of new businesses to Lancaster.

Policy 16.2.1: Continue and expand research activities which provide a better understanding of local economic conditions, information helpful for targeting marketing efforts, and addressing major economic development issues.

Specific Actions:

16.2.1(a) Periodically review available information on labor market and local employment characteristics to better anticipate economic development problems and opportunities and as a means of tracking the performance and diversity of the local economy.

STATUS: Expand existing program.
RESPONSIBILITY: Lancaster Economic Development Corporation and Lancaster Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Agency budgets.

Policy 16.2.2: Provide local businesses with access to financial, technical, labor and regulatory assistance when feasible in order to promote business success.

Specific Actions:

16.2.2(a) Continue to participate with local, State and Federal economic development officials to identify beneficial assistance programs. Support, through referrals, the SBA 504 loan program, the Lancaster Incubator, the Small Business Development Center and the Service Core of Retired Executives (SCORE) as sponsored by the Antelope Valley Local Development Corporation.

STATUS: Expand existing program.
RESPONSIBILITY: Lancaster Economic Development Corporation, Community Development Department and Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Lancaster Economic Development Corporation, Community Development Department and Redevelopment Agency budgets.

Policy 16.2.3: Ensure that there are sufficient and suitable finished sites to accommodate managed commercial and industrial growth, and provide additional employment opportunities, to create a better balance between jobs and housing.

Specific Actions:

16.2.3(a) Continue to encourage the preparation of suitably sized and improved industrial, office, retail, hotel and institutional sites by providing financing and parcel consolidation assistance as feasible.

STATUS: Expand existing program.
RESPONSIBILITY: Lancaster Economic Development Corporation, Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Lancaster Economic Development Corporation budget, Redevelopment Agency budget.

16.2.3(b) Develop and maintain an updated inventory of improved non-residential development sites and stimulate creation of improved sites as necessary to maintain a diversified inventory of potential development sites.

STATUS: Expand existing program.
RESPONSIBILITY: Community Development Department, Lancaster Economic Development Corporation, Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Lancaster Economic Development Corporation budget, Redevelopment Agency budget, Community Development Department budget.

16.2.3(c) When it is determined to be in the best interests of the City of Lancaster, participate in the development of commercial and industrial projects through making bond and/or assessment district financing available, or redevelopment agency participation in infrastructure development or land cost write-down.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency budget, tax increments, development review fees.

Policy 16.2.4: Encourage the establishment of an Enterprise Zone to provide opportunities for special tax assistance to new and existing businesses.

Specific Actions:

16.2.4(a) Consider establishing an Enterprise Zone at Fox Field, the north side of Plant 42, and/or in a mixed-use development located outside the urbanized core area.

STATUS: New program.
RESPONSIBILITY: City Manager, Community Development Department, Redevelopment Agency.
TIME FRAME: Priority 4.
FUNDING SOURCE: City General Fund, Redevelopment Agency budget.

Policy 16.2.5: Promote the availability of labor force training for existing and new businesses.

Specific Actions:

16.2.5(a) Monitor the implementation of the programs described in the "Schools" section of the Plan for the Living Environment to better train Lancaster's labor force to meet the skill and education requirements of local firms. Support the Regional Career Preparation Program as the implementation strategy to improve the area's labor force productivity.

STATUS: Existing program.
RESPONSIBILITY: Lancaster Economic Development Corporation, Community Development Department, and area schools.
TIME FRAME: Ongoing.
FUNDING SOURCE: Lancaster Economic Development Corporation budget, Community Development Department budget, school budgets, State and Federal funding sources.

16.2.5(b) Encourage joint cooperation between local schools, colleges, and the business community to establish educational programs geared toward job skills training/re-training to meet the needs of current and future technical, industrial, and service employers.

STATUS: New program.
RESPONSIBILITY: Administration, in cooperation with local schools, colleges, Chamber of Commerce, Board of Trade, and the business community.
TIME FRAME: Priority 3.
FUNDING SOURCE: Individual budgets.

Policy 16.2.6: Encourage the attraction of public and quasi-public uses to locate in Lancaster.

Specific Actions:

16.2.6(a) Continue to work with local groups demonstrating community support to acquire property which would attract important public and quasi-public institutions including university and college campuses, hospitals and other medical facilities, a regional library, offices and yards for public utilities, post office, and State and Federal offices and facilities (also see Specific Actions 9.1.3(a), 9.1.3(b), 9.1.3(c) and 16.6.5(a)).

STATUS:	Existing program.
RESPONSIBILITY:	City Council, City Manager, Antelope Valley Board of Trade, Lancaster Economic Development Corporation and Redevelopment Agency.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Various organizational budgets.

PROVISION OF MUNICIPAL REVENUE-GENERATING LAND USES

If the City of Lancaster is to provide the services, facilities, amenities, and programs, identified throughout the General Plan, expansion of its revenue base is required. Under the present system of municipal finance in the State, cities depend on commercial and industrial development, particularly, sales tax-generating uses, to supply the revenues necessary to balance municipal budgets. Because these uses are limited in number, significant competition exists between municipalities to entice commercial and industrial uses into a community. The future success of the City of Lancaster to achieve its vision of the future largely depends on the City's success in this competition. The following outlines Lancaster's intended program to attract revenue-generating uses into the City.

Objective 16.3 Maintain development patterns and growth which contributes to, rather than detracts from net fiscal gains to the City.

Policy 16.3.1: Promote new development projects which reduce municipal service costs.

Specific Actions:

- 16.3.1(a) Encourage the establishment and expansion of local businesses and development of commercial and industrial properties which produce retail sales taxes, transient occupancy taxes and assessed valuation by providing assistance with financing, processing and negotiating.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency in cooperation with the Lancaster Economic Development Corporation and the Lancaster City Council.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency budget, City General Fund and Lancaster Economic Development Corporation budget and other sources as may be made available.

- 16.3.1(b) Through the implementation of the Urban Structure Program, promote the development patterns designed to reduce municipal infrastructure and facility improvements and maintenance costs.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: City General Fund.

- 16.3.1(c) As part of the Annual General Plan Review, as necessary, maintain a map of residentially zoned land with full urban services, consistent with the Urban Structure Program.

STATUS: Expand existing program.
RESPONSIBILITY: Community Development Department, Finance Department, Department of Public Works.
TIME FRAME: Ongoing.
FUNDING SOURCE: City General Fund.

Policy 16.3.2: Provide sufficient amounts of land zoned for each type of major revenue generating land use to allow for competitive development opportunities among many potential sites with a broad range of site features and land uses.

Specific Actions:

16.3.2(a) Assist in land assembly and processing of suitably planned, sized and improved industrial sites at various locations throughout Lancaster including sites at or near Lancaster Business Park, the Highway 14 corridor, Fox Field, north of Plant 42, and as part of new mixed-use communities which may develop consistent with the Urban Structure Program.

STATUS: Expand existing program.
RESPONSIBILITY: Redevelopment Agency,
Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency
budget, City General Fund.

16.3.2(c) Continue the current program of promoting the availability of suitably planned, sized and improved retail sites at various locations throughout Lancaster in order to stimulate the timely development of supportable retail enterprises.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency,
Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency
budget, City General Fund.

16.3.2(d) Continue the current program of promoting the availability of suitably planned, sized and improved office sites at various locations throughout Lancaster including downtown Lancaster, along Highway 14 and Fox Field.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency,
Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency
budget, City General Fund.

Policy 16.3.3: Promote development patterns which will minimize the costs of infrastructure development, public facilities development and municipal service cost delivery.

Specific Actions:

16.3.3(a) Utilize the Redevelopment Agency to facilitate in the aggregation of small lots into larger size parcels suitable for commercial and industrial site development where feasible, particularly at Fox Field.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency budget.

16.3.3(b) Through implementation of the Urban Structure Program, evaluate all new development with regard to its financial impact upon the City budget and make provisions to mitigate any negative fiscal impacts prior to project approval.

STATUS: New program.
RESPONSIBILITY: Community Development Department, Redevelopment Agency, Finance Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: City General Fund, Redevelopment Agency budget.

Policy 16.3.4: Encourage the early development of revenue-generating non-residential land uses, particularly those which service the entire Antelope Valley area.

Specific Actions:

16.3.4(a) Actively utilize the Redevelopment Agency to facilitate and assist in the earliest feasible development of a regional shopping center, and other similar regional commercial uses.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency budget.

16.3.4(b) Encourage and assist the development of hotels and other tourism and convention related uses at sites within Lancaster including downtown Lancaster and along the Highway 14 corridor.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency,
Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency
budget, City General Fund.

16.3.4(c) Identify in detail the specific retail markets which are currently underserved, and encourage the expansion of existing retail businesses and the attraction of new retail businesses that are underserved or provide goods and services that are experiencing large amounts of leakage.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department, Redevelopment
Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

16.3.4(d) Utilize the Redevelopment Agency to assist retail development by providing sites, site consolidation, off-site improvements, financing assistance and other means, as feasible, to attract new stores to Lancaster to fill underserved regional retail demand.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency
budget.

Policy 16.3.5: Promote business development in those industrial sectors which are underrepresented in the Antelope Valley area economy.

Specific Actions:

16.3.5(a) Actively promote, through continued marketing, the attraction of new firms which can help diversify the economic base including expansion of construction related industries, back-office, financial and service firms, volume warehousing, manufacturing and assembly plants and related uses.

STATUS: Expand existing program.
RESPONSIBILITY: Lancaster Economic
Development Corporation,
Lancaster Redevelopment
Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Organizational budgets.

Objective 16.4 Promote the intensification of the municipal revenue generating potential (including sales tax) of commercial, office and industrial uses within Lancaster.

Policy 16.4.1: Promote retail development which attracts merchants offering goods and services that are not now available to meet local and regional demand.

Specific Actions:

16.4.1(a) By providing financing, processing and negotiating assistance, as feasible, encourage the development of retail centers which help attract stores offering goods and services not now locally available.

STATUS: Expand existing program.
RESPONSIBILITY: Redevelopment Agency,
Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency
budget, City General Fund.

Policy 16.4.2: Promote regional, community and neighborhood retail development needed to serve growing retail demand generated by population growth.

Specific Actions:

16.4.2(a) Encourage development of commercial uses so that there are retail stores ready to provide needed local goods and services in newly developing areas.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: City General Fund and
organizational budget.

16.4.2(b) Take the necessary steps to encourage the early phasing of retail development in mixed-use developments to accommodate all local needs as growth occurs.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: City General Fund.

Policy 16.4.3: Attract office and industrial uses which have a high proportion of final sales subject to retail sales tax.

Specific Actions:

16.4.3(a) Take the necessary steps to encourage the attraction of retail stores serving the household needs of newly purchased homes including home landscaping, building materials, furniture and appliances, floor coverings, window coverings and wall coverings.

STATUS: Expand existing program.
RESPONSIBILITY: Redevelopment Agency, Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency budget, Community Development Department budget.

16.4.3(b) Encourage the attraction of firms which can serve as high employment back-office operations including insurance and credit processing, mail catalogue outlets and federal government processing centers.

STATUS: Expand existing program.
RESPONSIBILITY: Lancaster Economic Development Corporation, Redevelopment Agency, Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Lancaster Economic Development Corporation budget, City General Fund.

16.4.3(c) Continue to provide financial assistance, land assembly services and negotiations assistance, as feasible, to promote the retention, expansion and attraction of target industries and businesses which will help attain the goal of economic diversity and self-reliance.

STATUS: Expand existing program.
RESPONSIBILITY: Redevelopment Agency, Economic Development Corporation.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency and Economic Development Corporation budgets.

ROLE OF DOWNTOWN LANCASTER IN THE FUTURE OF THE CITY

Downtown Lancaster has traditionally served, not only as the community's cultural, governmental, and financial center, but also as its commercial center. However, as population grows and the City expands outward, major commercial facilities will be built outside of the downtown area. This trend is already evident with the construction of the power center west of the Antelope Valley Freeway. Although it is desirable to retain as much commercial within the downtown area as possible, downtown will no longer function as a communitywide commercial center. If Lancaster is to avoid the problems faced by most suburban downtown areas, it is critical that the City establish and maintain a new, enhanced role for its downtown. In recent years, as commercial moved outward from the downtown area, cultural and governmental facilities have moved in. This is particularly evidenced by the development of the Lancaster Performing Arts facility on Lancaster Boulevard. It is the intent of the City of Lancaster that its downtown function as a strong, viable center for valley cultural, governmental, and financial activities.

Objective 16.5 Maintain the existing downtown Lancaster area as a cultural, financial and governmental center.

Policy 16.5.1: Promote, under the auspices of the Parking and Business Improvement District (PBID), the physical improvements which support downtown Lancaster's role as the City's center.

Specific Actions:

16.5.1(a) Continue to provide Redevelopment Agency assistance to promote the improvement and development of the downtown Lancaster area.

STATUS:	Existing program.
RESPONSIBILITY:	Redevelopment Agency.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Redevelopment Agency budget.

16.5.1(b) Coordinate City and Redevelopment Agency activities with local merchants, property owners, businesses and the Lancaster Old Town Site Committee to promote business retention, expansion and attraction programs.

STATUS:	Expand existing program.
RESPONSIBILITY:	Redevelopment Agency, Community Development Department, Downtown Parking and Business Improvement District, Old Town Site Committee, Chamber of Commerce.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Redevelopment Agency budget, City General Fund, and PBID organization budgets.

16.5.1(c) Through implementation of the City's Parking Redevelopment Project Plan, ensure that there is sufficient parking space to meet the needs of retail, cultural, governmental, office and other uses located in downtown Lancaster.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency,
Community Development
Department and Public Works
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency
budget, City General Fund.

16.5.1(d) Renew beautification and rehabilitation activities in downtown Lancaster area with Redevelopment Agency, property owner and merchant contributions and guidance.

STATUS: New program.
RESPONSIBILITY: Redevelopment Agency,
property owners, merchants.
TIME FRAME: Priority 2.
FUNDING SOURCE: Redevelopment Agency
budget, Federal and State
program revenues, private
sector investment.

16.5.1(e) Promote the development of housing in the downtown Lancaster area with Redevelopment Agency assistance consistent with any affordable housing development strategy.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency
budget.

Policy 16.5.2: Encourage the development of cultural facilities and related businesses in the downtown area.

Specific Actions:

16.5.2(a) Evaluate the feasibility of attracting commercial uses to downtown Lancaster which coincide with a cultural center including art galleries, clubs with live entertainment, a ballroom and art/craft studios with retail sales.

STATUS: New program.
RESPONSIBILITY: Lancaster Old Town Site
Committee, Chamber of
Commerce, and
Redevelopment Agency.
TIME FRAME: Priority 3.
FUNDING SOURCE: Organizational budgets.

16.5.2(b) Continue to support museums in downtown Lancaster.

STATUS: Expand existing program.
RESPONSIBILITY: Lancaster Old Town Site
Committee, Chamber of
Commerce, and
Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Organizational budgets.

16.5.2(c) Evaluate the future feasibility of establishing a regional library at a downtown site.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Redevelopment
Agency and the Los Angeles
County Library District.
TIME FRAME: Priority 4.
FUNDING SOURCE: Department budgets.

Policy 16.5.3: Support Redevelopment Agency efforts to encourage appropriate office and commercial development in downtown Lancaster to accommodate finance-related businesses.

Specific Actions:

16.5.3(a) Promote the attraction of banks, savings and loans and other financial institutions to downtown Lancaster as feasible by making Redevelopment Agency assistance available to secure a suitable site and development conditions.

STATUS: Expand existing programs.
RESPONSIBILITY: Redevelopment Agency,
Chamber of Commerce.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget, Agency
budget.

16.5.3(b) Promote the attraction of financial service offices for mortgage, security and commodity brokers, agents and managers and related businesses as feasible by making Redevelopment Agency assistance available to secure a suitable site and development conditions.

STATUS: Expand existing programs.
RESPONSIBILITY: Chamber of Commerce,
Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Organizational budgets.

Policy 16.5.4: Continue to promote downtown Lancaster as the center for government facilities.

Specific Actions:

16.5.4(a) As part of the City's capital improvement and facilities planning program, ensure that all administrative municipal government facility needs are considered for location in the downtown Lancaster area.

STATUS: Existing program.
RESPONSIBILITY: City Manager, Community Development and Public Works Departments.
TIME FRAME: Ongoing.
FUNDING SOURCE: City General Fund.

16.5.4(b) Monitor County, State, Federal, and other non-municipal jurisdictional facility needs and work with these agencies to encourage them to locate in downtown Lancaster.

STATUS: Existing program.
RESPONSIBILITY: City Manager's Office, Lancaster Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Organizational budget and City General Fund.

ESTABLISHMENT OF LANCASTER AS A CENTER FOR REGIONAL ACTIVITIES

An important part of Lancaster's quest to become a balanced, self-sufficient community independent of Los Angeles and the San Fernando Valley will be the establishment of recreational, cultural, entertainment, and educational facilities serving the Antelope Valley and possibly other Mojave Valley communities. It is the intent of the City of Lancaster to become the regional center for those activities.

Objective 16.6 Establish Lancaster as a regional center for recreational, cultural, entertainment and educational facilities.

Policy 16.6.1: Promote the attraction of regional public institutions to Antelope Valley area.

Specific Actions:

- 16.6.1(a) Participate actively with the Antelope Valley Board of Trade, the Lancaster Economic Development Corporation, the area's County, State and Federal agencies and others to identify, promote and secure commitments to develop regional public institutions, such as airport facilities, training facilities, courts, university campus offices and research facilities in Lancaster.

STATUS: Existing program.
RESPONSIBILITY: City Council, City Manager,
Community Development
Department, Redevelopment
Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: City General Fund,
Redevelopment Agency
budget.

- Policy 16.6.2:** Encourage the development of recreational uses which can stimulate economic growth and provide for local recreational needs.

Specific Actions:

- 16.6.2(a) Continue to evaluate the feasibility of attracting a professional or semi-professional sport team.

STATUS: Existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing (as resources become
available).
FUNDING SOURCE: Redevelopment Agency
budget.

- 16.6.2(b) Through the development review process, promote the construction of public access golf courses, particularly as part of future mixed-use developments outside the urbanized core.

STATUS: New program.
RESPONSIBILITY: Community Development
Department and Department of
Parks, Recreation and Arts.
TIME FRAME: Priority 1.
FUNDING SOURCE: City General Fund.

- 16.6.2(c) Consider the feasibility of providing a multi-purpose arena to accommodate regional indoor sports and live entertainment events.

STATUS: New program.
RESPONSIBILITY: Department of Parks,
Recreation and Arts.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

Policy 16.6.3: Encourage the development of cultural facilities which can stimulate tourism in the area and serve local needs.

Specific Actions:

16.6.3(a) Re-evaluate the feasibility of developing a conference center with a supporting hotel in Lancaster.

STATUS: New program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Priority 3.
FUNDING SOURCE: Redevelopment Agency budget.

Policy 16.6.4: Promote the development of entertainment uses and businesses which can stimulate tourism to the area and serve local needs.

Specific Actions:

16.6.4(a) Undertake a marketing program designed to attract potential recreational amusement parks including water (tunnel or wave), child to young adult rides and games, and miniature golf facilities.

STATUS: New program.
RESPONSIBILITY: Department of Parks, Recreation and Arts.
TIME FRAME: Priority 2
FUNDING SOURCE: Department budget.

16.6.4(b) Initiate a study introducing some form of auto or horse race track to Lancaster as a means to attract large event visitors.

STATUS: New program.
RESPONSIBILITY: Department of Parks, Recreation and Arts.
TIME FRAME: Priority 4.
FUNDING SOURCE: Department budget.

Policy 16.6.5: Promote the location of a California State University or University of California campus in Lancaster (see also Specific Actions 9.1.3(a), 9.1.3(b), 9.1.3(c), and 16.2.6(a)).

Specific Actions:

16.6.5(a) Implement the provisions of the Plan for the Living Environment related to attracting a California State University or University of California campus to the City of Lancaster. (For implementation information, see specific actions listed in the section referenced.)

16.7.2(b)- Establish a policy and a procedure to determine the circumstances under which the City may assist developers of projects if new off-site capital improvement costs exceed a specific threshold.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Finance
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

Policy 16.7.3: Ensure that new development provides for municipal services consistent with the performance criteria identified in Objective 15.1.

Specific Action:

16.7.3(a) Undertake a study to evaluate and establish a procedure to determine any infrastructure, public facility, or municipal service deficiency cost impact and the means to assess and collect such an impact from a development project.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Finance
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

Policy 16.7.4: Ensure that new development does not result in any long-term reduction in the level of municipal services provided to existing development.

Specific Action:

16.7.4(a) Establish a procedure to determine any service level deficiency impacts and by conditioning approval upon mitigation of such impacts.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Finance
Department and Department of
Public Works.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

FINANCING PUBLIC SERVICES AND FACILITIES FOR NEW DEVELOPMENT

Some recent development approvals in the City have occurred in areas not adjacent to the urban core, but several miles from the City's center. These new developments are, or will be, connected to the rest of the City's public services and facilities. However, the distance of these projects from the central core increases the cost of providing city services. The following outlines the General Plan program to equitably assess the cost of providing public services and facilities to new developments located away from the central urban core.

Objective 16.7 Ensure that new development pays for all of the infrastructure, public facilities and differential service costs associated with new development.

Policy 16.7.1: Require new development to construct and/or pay for new on-site capital improvements necessitated by their project, consistent with performance criteria identified in Objective 15.1.

Specific Action:

16.7.1(a) Continue to apply existing policies and regulations which preclude City financial assistance for any on-site capital improvement.

STATUS:	Existing program.
RESPONSIBILITY:	Community Development Department, Department of Public Works.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	No funding required.

Policy 16.7.2: Require new development to ensure that all new off-site capital improvements necessitated by their project are available, consistent with performance criteria identified in Objective 15.1.

Specific Actions:

16.7.2(a) Apply this policy consistently for all development projects seeking approval upon adoption of the General Plan.

STATUS:	Existing program.
RESPONSIBILITY:	Community Development Department, Department of Public Works and Redevelopment Agency.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Organizational budgets and Redevelopment Agency budgets.

Policy 16.7.8: Encourage the planning and development of large scale, mixed use communities with integrated phasing and financing of infrastructure improvements, public facilities and municipal service costs.

Specific Actions:

16.7.8(a) Promote the Urban Structure Program development pattern concept by working with potential new community developers to ensure that only financially self-supporting plans are approved.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development fees.

16.7.8(b) Encourage the annexation of new planned communities within the city's sphere in order to exercise greater planning control consistent with the Urban Structure Program (also see Specific Actions 20.1.1(a) and 20.1.1(b)).

STATUS: New program.
RESPONSIBILITY: City Council, Community Development Department, Public Works Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: City General Fund.

Policy 16.7.5: Ensure that new development does not result in any substantial, short-term reduction in the level of municipal services provided to existing development.

Specific Action:

16.7.5(a) Establish a procedure to determine any service level deficiency impacts and by conditioning approval upon mitigation of such impacts.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Finance
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

Policy 16.7.6: Ensure that new development does not substantially increase the cost of municipal services provided to existing development.

Specific Action:

16.7.6(a) Ensure that new development will mitigate municipal service cost impacts which may reduce service levels below current standards by establishing a procedure to estimate both the cost impact and mitigation of each new development project.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Finance
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

Policy 16.7.7: Ensure that the system used to recoup the costs of new development is not used to influence the rate of growth, but to ensure that services are provided for in an equitable manner.

Specific Action:

16.7.7(a) Ensure that the procedures established to implement the Urban Structure Program are consistent, clear, and objective in order to avoid findings which are inequitable or based solely upon the desire to influence the rate of development growth.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

PLAN FOR PHYSICAL DEVELOPMENT

VIII. PLAN FOR PHYSICAL DEVELOPMENT

INTRODUCTION

The purpose of the Plan for Physical Development is to organize the City's physical environment into a logical, functional, and aesthetic pattern consistent with local social values. This plan meets the California Government Code land use element mandate to designate the proposed general distribution, general location, and extent of the uses of land for housing, business, industry, and open space. Beyond that requirement, the Plan for Physical Development is also a summary of the manner in which other General Plan issues affect the arrangement and design of development within the City of Lancaster General Plan study area. The plan focuses on understanding current land uses, the design and form of present developments, identifies land use constraints to development, land use trends for the future, and agency coordination to ensure compatible land uses.

Major sections within the Plan For Physical Development are:

- Define Land Categories
 - Land Use Patterns
 - Community Form
 - Interagency Land Use Coordination
-

ISSUES, OPPORTUNITIES, AND FINDINGS

- LAND USE PATTERNS

- ◇ The historic character of the City has had a significant influence on present land use patterns in the city. Lancaster's early form of a downtown commercial centered around the Southern Pacific Railroad and extending along the highway is typical of many cities. This has, however, led to problems of incompatible land uses.
- ◇ There are seven general areas in the study area which have diverse land use patterns, including the urbanized Central Lancaster, the rural area of Quartz Hill, four predominantly vacant areas on the outer edges of the study area, and an area of mixed land uses, found in South Lancaster.
- ◇ Present urbanized development is concentrated in the central area of Lancaster and in the area surrounding the Quartz Hill Community. The recent approval of large developments in the eastern and western portions of the study area have set the stage for the development of several isolated nodes (see Figure VIII-2). There is a considerable amount of undeveloped land between these development nodes and the urbanized areas of the City. This undeveloped land is generally divided into 2.5 and 5.0 acre parcels. Thus, infill between central Lancaster and outlying urban nodes is unlikely except in the long-term.
- ◇ The provision of services to these nodes will allow development to expand adjacent to the nodes, creating large, but separate, areas of urban development.
- ◇ Generally, rural residential communities are found in the outlying areas. On the Lancaster General Plan Land Use map, these communities have been committed to development at rural densities.
- ◇ There are, however, several rural residential communities located either adjacent to or within urbanizing Lancaster. Rural residents throughout the General Plan study area have expressed a desire to retain the rural character of their neighborhoods. The establishment of clear and stable boundaries and implementation of buffer areas between urban and rural uses has been and will be a critical community issue.
- ◇ The unincorporated community of Quartz Hill has a definite small town character distinct from the balance of Lancaster. Recent and proposed urban development within the City of Lancaster and unincorporated areas has, however, surrounded the community. Quartz Hill residents have expressed a strong desire to retain the distinct character of their community.

- LAND USE INVENTORY

- ◊ There are six broad categories of land use on the Lancaster General Plan Land Use Map. Land use designations are generally compatible with Los Angeles County designations found in the study area.
- ◊ There is a considerable amount of undeveloped land in the study area. This provides Lancaster with the opportunity to plan for the future development of residential, commercial, and industrial projects which can be both functional and creative.
- ◊ There are six redevelopment project areas in Lancaster, the most active of which is in the downtown area. This will allow the City to assist in rehabilitating existing structures, as well as assembling underutilized land in the downtown area for development.
- ◊ Urban residential development is the primary land use within the developed portions of the Lancaster General Plan.

- MAJOR LAND USES

- ◊ Edwards Air Force Base, Plant 42, Fox Field, the Mira Loma Detention Center and California State Prison are located in or adjacent to the Lancaster General Plan study area, and present unique land use challenges, due to noise, safety, and traffic issues.

- CURRENT PROJECTS

- ◊ There are three major developments currently planned for the area surrounding the central core: Serrano Ranch, Del Sur, and California Springs. The first two have been approved, while the third, California Springs, is currently being planned. These projects will have a significant effect on potential land uses for adjacent areas.
- ◊ Land adjacent to the Mira Loma Detention Facility is the site for the California State Prison-Los Angeles County, which is currently under construction. The development of this 2,200 bed facility will be a significant influence on future surrounding land uses.

- COMMUNITY FORM

- ◊ In Lancaster, there are four primary urban design elements: the large, flat expanses of land; a grid pattern of development and roadways; distinct neighborhoods; and distinct individual projects. To achieve a cohesive and satisfying environment, it will be important to unify these urban elements.

- ◇ The City of Lancaster has not achieved a distinct urban design character. Development within the General Plan study area is generally typified by generic architectural forms; landscaping is generally scarce within older developments.
- ◇ Lancaster residents have expressed significant concern that their community not be permitted to become another San Fernando Valley with its cluttered strip commercial corridors, monotony and lack of a sense of place, large expanses of multiple family units, unimaginative subdivision pattern, and general lack of design quality. Modifications to conventional streetscapes and subdivision design can help alleviate some of these aesthetic concerns.
- ◇ The current trend toward alternative development concepts may offer opportunities for Lancaster to reduce dependence on the automobile, improve pedestrian access, and create more livable neighborhoods.

- INTERAGENCY LAND USE COORDINATION

- ◇ When planning decisions affect more than one agency or jurisdiction, it is important to jointly analyze issues. In the Lancaster study area, Los Angeles County, Kern County, the City of Palmdale, and the military installations, are the primary agencies that affect land use compatibility and circulation issues in the study area.
 - ◇ Cooperation with regional agencies is also critical in terms of effective land use decisions. These agencies, in charge of a variety of planning issues, often regulate local jurisdictions, as well as act as centralized forums for the exchange of information.
-

GOALS, OBJECTIVES, POLICIES, AND ACTIONS

Goal 17

To establish a variety of land uses which further Lancaster's transition from a suburb of Los Angeles to a community in which people live, work, shop and play.

DEFINE LAND USE CATEGORIES

Along with the text of the Lancaster General Plan is a map of proposed land uses, representing the mix of uses described in Objective 18.1. A description of the categories utilized in the General Plan land use map is included in Table VIII-1. Together, the map and table illustrate the overall land use pattern desired by the City for its future. Because the land use map is a graphic illustration of General Plan's goals, objectives, policies, and actions, *development within the City of Lancaster must not only be consistent with the land use map, but also with the provisions of the General Plan text.*

Objective 17.1 Balance the provision of urban and rural uses within the Lancaster General Plan study area by retaining adequate land for a balanced mix of rural and urban residential; commercial, industrial, and other employment-generating uses; and public, quasi-public, institutional, cultural, educational, and recreational activities.

Table VIII-1
General Plan Land Use Categories

Designation	Land Use	Type and Intensity of Use
NU1	Nonurban Residential Very Low Density	Up to one (1) dwelling unit per ten (10) acres; maximum expected population intensity is 0.35 persons per acre.
NU2	Nonurban Residential Rural Residential	Up to one (1) dwelling unit per two and one-half (2.5) acres; maximum expected population intensity is 1.4 persons per acre.
NU3	Nonurban Residential Low Density	Up to one (1) dwelling unit per acre; maximum expected population intensity is 3.5 persons per acre.
NU4	Nonurban Residential Transitional Density	1.1 to 2 dwelling units per acre; maximum expected population intensity is 6.6 persons per acre.
UR1	Urban Residential Transitional Density	2.1 to 3.0 dwelling units per acre (lots equal to 10,000 but less than 20,000 square feet); maximum expected population intensity is 9.0 persons per acre.
UR2	Urban Residential Low Density	3.1 to 4.5 dwelling units per acre (lots equal to 7,000 but less than 10,000 square feet); maximum expected population intensity is 13.5 persons per acre.
UR3	Urban Residential Moderate Density	4.6 to 6.5 dwelling units per acre (includes mobile home parks and subdivisions, as well as single-family detached planned developments); maximum expected population intensity is 14.3 persons per acre.

Table VIII-1 (Continued)
General Plan Land Use Categories

Designation	Land Use	Type and Intensity of Use
MR1	Medium Density Residential	6.6 to 15 dwelling units per acre (includes lower intensity attached residential products); maximum expected population intensity is 33.0 persons per acre.
MR2	High Density Residential	15.1 to 30.0 dwelling units per acre (includes higher density attached residential products); maximum expected population intensity is 52.5 persons per acre.
GC	General Commercial	Includes a broad spectrum of uses, including traditional concepts of "community," "regional," and "highway-oriented." Maximum Floor Area Ratio shall be 1.0.
SRC	Subregional Commercial	Includes uses serving a market of 25,000 to 50,000 residents. Typically includes a small department store and supporting uses. Individual centers generally contain 100,000 to 250,000 square feet of floor area. Also includes office/professional uses. Maximum Floor Area Ratio shall be 0.5.
RC	Regional Commercial	Includes uses serving a market of 150,000 to 200,000 residents. Typically includes major department stores and supporting uses. Individual centers generally contain 400,000 to 1,000,000 square feet of floor area or more. Also includes office/professional uses. Maximum Floor Area Ratio shall be 1.0.
OP	Office Professional	Includes office and professional uses and supporting retail and commercial services. Maximum Floor Area Ratio shall be 0.75.
BP	Business Park	Includes a mix of industrial and office uses, as well as commercial uses which support area businesses. Individual projects generally display a park-like atmosphere. Outdoor storage and outdoor industrial processes are not permitted. Maximum Floor Area Ratio shall be 0.5.
LI	Light Industry	Clean, non-polluting industries. Emphasis is on development within "industrial park" areas. Also included are ancillary office and support commercial uses. Screened outdoor storage may be permitted, but outdoor industrial processes are not. Maximum Floor Area Ratio shall be 0.5.
MI	Medium Industry	Includes a range of industrial and support uses which meet performance standards designated in the Zoning Ordinance. Screened outdoor storage and outdoor industrial processes are permitted. Maximum Floor Area Ratio shall be 0.6.
HI	Heavy Industry	Includes a range of heavy industrial uses as well as other less intense industrial uses which require a less restrictive setting in order to economically perform their function. Maximum Floor Area Ratio shall be 0.5.

Table VIII-1 (Continued)
General Plan Land Use Categories

Designation	Land Use	Type and Intensity of Use
H	Health Care	Includes public and private hospitals and health care facilities.
P	Public	Uses and lands in public ownership, including governmental administration and service facilities. Maximum Floor Area Ratio shall be 1.0.
S	School	Includes public and private schools and educational institutions.
PK	Parks	Includes publicly owned parks and recreation facilities. Existing parks are specifically delineated; future parks may be represented symbolically.
O	Open Space	Includes urban utility corridors and spaces, flood control and drainage areas, reserves and preserves, and lakes.
CE	Cemetery	Includes cemeteries, funeral homes, mausoleums, crematoriums, and columbariums.
SP	Specific Plan	Specific Plans and planned developments.

Source: Planning Network, 1991.

Policy 17.1.1: Maintain an adequate inventory of land for residential, commercial, employment and public uses.

Specific Actions:

17.1.1(a) Amend the zoning ordinance and zoning map to achieve consistency with the provisions of the General Plan text and land use map.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: City general fund.

17.1.1(b) Through the development review process, ensure that all proposed development is consistent with the General Plan land use map, the intensity standards outlined in Table VIII-1, and the provisions of the Lancaster General Plan text.

STATUS: Existing program.
RESPONSIBILITY: City Council, Planning Commission, Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget, development review fees.

17.1.1(c)

As part of the annual General Plan Review, provide the City Council with the following:

- Review of the General Plan land use map, indicating the appropriateness of the mix, location, and relationships between proposed land uses;
- Status of vacant land and land use absorption by type of proposed land use. See also Specific Action 17.1.1(d);
- Review of the appropriateness of General Plan goals, objectives, and policies;
- Status of specific actions undertaken to implement the General Plan; and
- Recommendations for revisions to the General Plan.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

17.1.1(d)

Establish and maintain systematic procedures to monitor vacant land and the rate of land absorption by the type of proposed use.

STATUS: Expand existing program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

17.1.1(e)

Through the development review process, ensure that subdivisions, especially in the area surrounding Fox Field, will not limit future development opportunities, and will not create the need for parcel assembly for future significant land use development.

STATUS: New program.
RESPONSIBILITY: Community Development
Department and
Redevelopment Agency.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

Policy 17.1.2: Provide sufficient land to accommodate a variety of urban single family, and multiple family housing types meeting the economic, lifestyle, and social needs of current and future residents.

Specific Actions:

17.1.2(a) Facilitate housing development by implementing policies and specific actions found in the Plan For The Living Environment, as well as Specific Action 17.1.4(a) related to activity nodes. (For implementation information, see specific actions listed in the section referenced.)

17.1.2(b) As part of the Annual General Plan Review and Update, evaluate the General Plan land use map to ensure that there are sufficient residential land inventories to provide housing opportunities for all economic segments of the community at densities consistent with provisions of the General Plan.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

Policy 17.1.3: Provide a hierarchical pattern of attractive commercial developments which serve regional, community, and neighborhood functions with maximum efficiency and accessibility.

Specific Actions:

17.1.3(a) Review the land uses and development requirements of commercial zones to ensure that they are consistent with the objective of creating a functional hierarchy of neighborhood, community, subregional, and regional commercial centers, along with appropriate freestanding commercial uses.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

17.1.3(b) As part of the General Plan annual review and update, compare demand estimates for commercial land to population growth patterns, and if necessary revise the General Plan land use map to ensure that there are adequate amounts of appropriately designated commercial land to accommodate the needs of the community as it grows.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.

17.1.3(c) - Implement the goals, objectives, policies, and specific actions described in the Plan for Economic Development and Vitality. (For implementation information, see specific actions listed in the section referenced.)

Policy 17.1.4: Provide for commercial and multi-family residential development at various primary intersections to accommodate neighborhood needs and to assist in creating a sense of community design and place.

Specific Actions:

17.1.4(a) Revise the zoning ordinance to allow commercial uses typical of a neighborhood shopping center and multi-family uses at intersections indicated as Activity Nodes on the General Plan land use map (see Figure VIII-1) subject to the following requirements:

- At intersections designated as ten acre Activity Nodes, the arrangement of the land uses may comprise ten acres of multiple family in one quadrant of the intersection and ten acres of commercial in another, or ten acres of each land use in the same quadrant where the multiple family portion would be used as a buffer between the commercial site and lower density residential land. In this case, the commercial and multiple family requests shall be proposed as an integrated development.
- At intersections designated as twenty acre Activity Nodes, the arrangement of the land uses may comprise twenty acres of multiple family in one quadrant and twenty acres of commercial in another, or twenty acres of each land use in the same quadrant where the multiple family portion would be used as a buffer between the commercial site and lower density residential land. In this case, the commercial and multiple family requests shall be proposed as an integrated development. One additional arrangement of the twenty acre Activity Node may allow a twenty acre commercial center in one quadrant with ten acres of multiple family in the same quadrant as a buffer and the remaining ten acres of multiple family in one of the remaining three quadrants of the intersection.
- Other than the above exception, acreage may not be transferred between quadrants of a designated intersection or between Activity Nodes.

- A zone change will be required for any commercial or multiple family proposal within an Activity Node. The application for rezoning shall be accompanied by the following items:

- An application for a conditional use permit which identifies the timing of development of the site and demonstrates compliance with the development requirements of the city. The following statement shall be added to the conditional use permit as a condition of approval:

"The development which has been approved subject to all of the conditions set forth in this conditional use permit shall proceed in accordance with the development schedule as approved by the City. Should the applicant/developer fail to comply with the project completion dates indicated on the approved development schedule, the conditional use permit shall be deemed null and void and the Planning Commission shall take action to rezone the site back to its original designation."

- In the case of a commercial proposal or a commercial/multiple family proposal, copies of conditional letters of commitment from one (1) or more anchor tenant(s) committing to locate on the site if development entitlements are approved by the City.
- A market analysis for the proposed commercial center showing the need for such a center at the location requested. The market analysis shall include the following: determination of potential trade area; estimates of existing and future population within the trade area; determination of existing and potential effective buying power in the trade area, and identification of other commercial centers potentially serving the same trade areas.

The market analysis is designed to establish evidence of the need for the commercial center and to substantiate that the change of zone and conditional use permit will promote the public's general welfare.

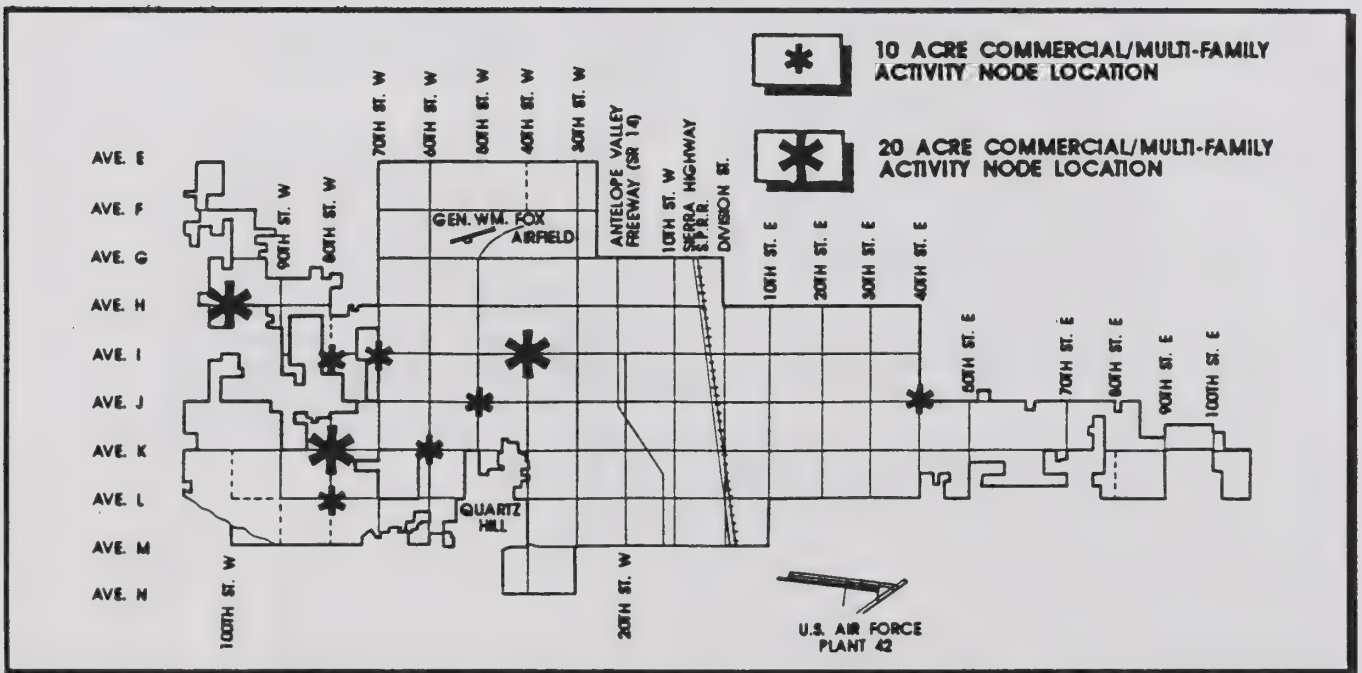
STATUS: New program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Priority 2.
 FUNDING SOURCE: Department budget.

17.1.4(b)

As an alternative development theme, projects developed under the Activity Node Policy may be designed utilizing neo-traditional design principles. These developments shall include, as appropriate, the following:

- Improved pedestrian access from residential areas, including the provision of street furniture landscaping and attractive lighting.
- Transit facilities, including bus shelters, benches, and turnouts.
- The provision of mixed uses, such as multiple family combined with retail/office uses.

Figure VIII-1
Activity Nodes



- Commercial and civic uses that function as an activity center for the surrounding area (e.g., post office, library branch, etc.).

STATUS: New program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Priority 1.
 FUNDING SOURCE: Department budget.

Policy 17.1.5: Provide for office- and industrial-based employment-generating lands which are highly accessible and compatible with other uses in the community.

Specific Actions:

17.1.5(a) Amend the zoning ordinance to include special performance standards for industrial uses to control industrial odors, air pollution, noise pollution, vibrations, dust, hours of operation, exterior storage, and other nuisances.

STATUS: New program.
 RESPONSIBILITY: Community Development Department.
 TIME FRAME: Priority 2.
 FUNDING SOURCE: Development review fees.

17.1.5(b) Utilize redevelopment funds to install capital improvements in redevelopment project areas designated for industrial uses in the vicinity of Fox Field.

STATUS: Existing program.
 RESPONSIBILITY: Redevelopment Agency.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Redevelopment funds.

17.1.5(c) In cooperation with Los Angeles County and the Lancaster Economic Development Corporation, undertake preparation of a specific plan for Fox Field and surrounding lands. The specific plan should focus not only on land use and development regulation issues, but also on the infrastructure, financing, and other implementation actions necessary to facilitate creation of employment-generating land uses within this area.

STATUS: Existing program.
 RESPONSIBILITY: Lancaster Redevelopment Agency, Economic Development Corporation.
 TIME FRAME: Ongoing.
 FUNDING SOURCE: Redevelopment Agency budget; Los Angeles County and Lancaster Economic Development Corporation funds.

17.1.5(d) Review the permitted land uses and development requirements of industrial zones for consistency with General Plan land use categories as appropriate, including commercial uses which support industrial development.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

17.1.5(e) In conjunction with the Lancaster Economic Development Corporation and the Chamber of Commerce, take an active role in recruiting new business to the City.

STATUS: Expand existing program.
RESPONSIBILITY: Administration, Economic
Development Corporation.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

17.1.5(f) Implement goals, objectives, policies, and specific actions found in the Plan For Economic Development and Vitality. (For implementation information, see specific actions listed in the section referenced.)

Policy 17.1.6: Provide lands for the conduct of public, quasi-public, institutional, cultural, educational, and recreational activities.

Specific Actions:

17.1.6(a) Protect regional assets such as the Poppy Preserve and Apollo Park, through the implementation of goals, objectives, policies and specific actions in the Plan For The Natural Environment. (For implementation information, see specific actions listed in the section referenced.)

17.1.6(b) Implement goals, objectives, policies and specific actions for cultural and recreational resources in the Plan For The Living Environment. (For implementation information, see specific actions listed in the section referenced.)

17.1.6(c) Cooperate with local school districts to identify appropriate new school site locations. After these sites are purchased, designate these sites on the General Plan land use map.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

17.1.6(d)-

Support efforts to encourage a four-year university in Lancaster (see also Specific Actions 9.1.3(a), 9.1.3(b), and 9.1.3(c)).

STATUS:	Expand existing program.
RESPONSIBILITY:	City Administration.
TIME FRAME:	Ongoing.
FUNDING SOURCE:	Department budget.

Goal 18

To manage urban development by structuring the location and intensity of urban and rural uses to create a comprehensive urban structure.

LAND USE PATTERNS

Land use patterns, how disparate uses interface and how they work together to form a community, is one of the primary concerns any general plan must address. Since they impact municipal services, circulation, housing, noise, public safety, and the natural environment, they must be addressed in every mandated element of a general plan. In addition, land use patterns have economic and urban design implications. The following comprises Lancaster's program for creating a comprehensive, well-structured pattern of urban development.

Objective 18.1 Reconcile existing and prevent future discordant land uses by establishing adequate interface among conflicting uses and functions.

Policy 18.1.1: Cooperate with other jurisdictions in developing compatible land uses on lands adjacent to the Lancaster General Plan study area.

Specific Actions:

18.1.1(a) Continue to monitor environmental assessments for areas within the study area to ensure that appropriate mitigation measures are applied to ameliorate potential land use conflicts.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

18.1.1(b) Monitor developments in Palmdale and Los Angeles County to ensure that development standards are compatible with Lancaster General Plan land use designations.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

Policy 18.1.2: Provide for and protect outlying lands designated rural residential, providing a distinct boundary between urban and rural uses.

Specific Actions:

18.1.2(a) Continue project review of County proposals within or adjacent to the General Plan study area to ensure that approved projects are consistent with the City of Lancaster's Non-Urban (NU) designation.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

18.1.2(b) Monitor Palmdale General Plan update process to ensure that land use designations adjacent to the Lancaster General Plan study area complement Non-Urban uses, where these uses exist.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

18.1.2(c) Through the development review process, require appropriate perimeter treatments at the boundaries between urban and rural development areas.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Development review fees.

Policy 18.1.3: Ensure that land use map designations are compatible with adjacent proposed land uses, surrounding developments, existing infrastructure, the roadway system, and Redevelopment Project Area Plans.

Specific Actions:

18.1.3(a) Through the implementation of the Urban Structure Program, prohibit areas designated for low-intensity development from being converted to higher intensity designation until the infrastructure facilities and public services required of higher intensity development are provided by the applicant.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

18.1.3(b) - Review Redevelopment Area Project Plans and the General Plan Land Use Map for inconsistency and amend documents as necessary.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget and Redevelopment Agency funds.

18.1.3(c) Respond to citizen complaints concerning nuisance or illegal uses, structures, and activities in a timely manner.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

18.1.3(d) Develop standards that promote compatibility with adjacent land uses and community character.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

Objective 18.2 Encourage the location of new urban growth within or adjacent to identified urban nodes (see Figure VIII-2) so that the provision of services to new development is not a burden to existing residents.

Policy 18.2.1: Encourage appropriate infill development.

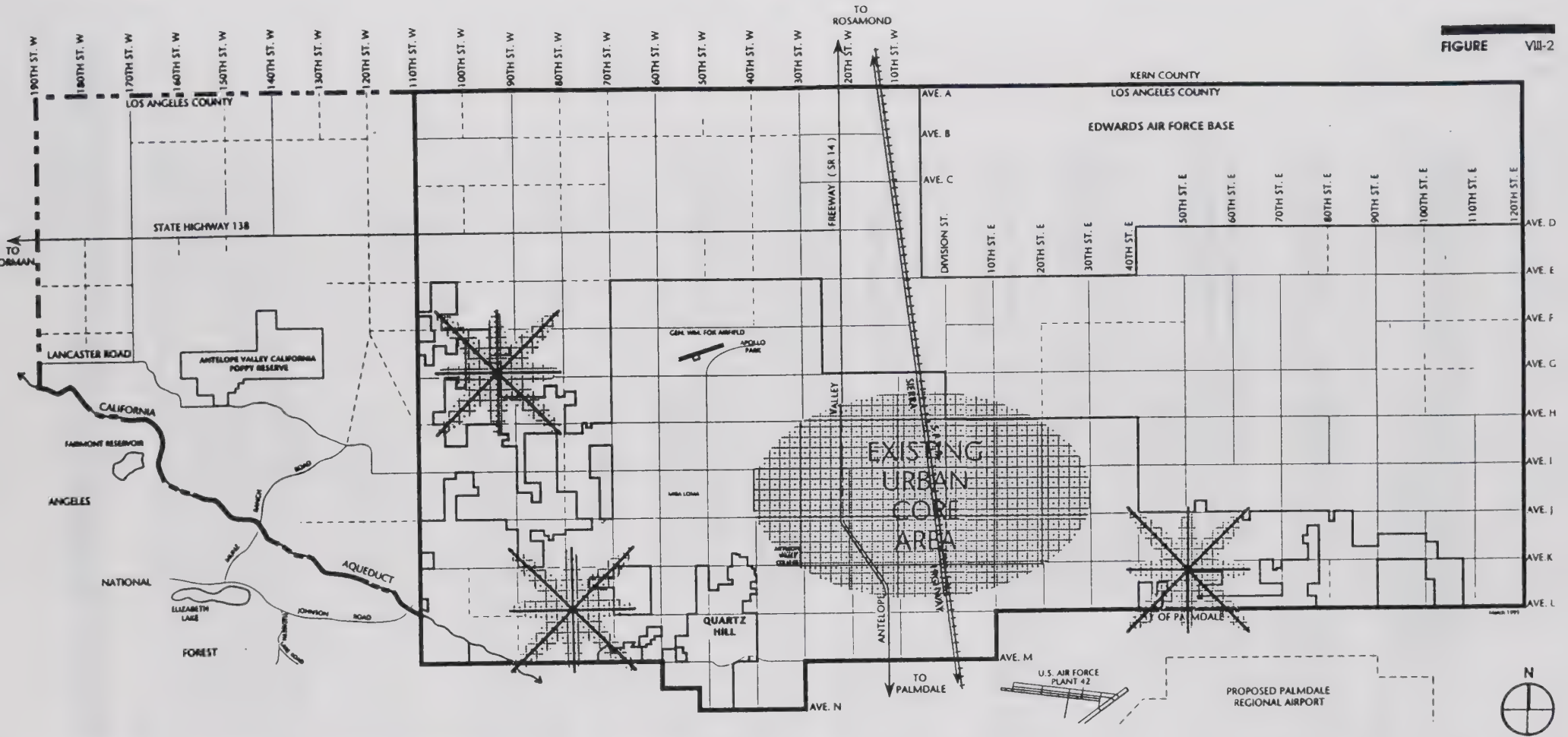
Specific Actions:

18.2.1(a) Assist the Redevelopment Agency in efforts to assemble and develop vacant lots by providing needed information on surrounding land uses and proposed projects, as well as the overall development concept of specific areas.

- Identify parcels within the City which are considered "infill" sites.
- Promote reduced processing time for "infill" projects

STATUS: Existing program.
RESPONSIBILITY: Community Development Department, Lancaster Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Community Development Department budget and Redevelopment Agency fund.

FIGURE VIII-2



PLANNING NETWORK



Anticipated Growth Areas

SOURCE: City of Lancaster Department of Community Development, 1991.

ANTICIPATED GROWTH AREAS

CITY OF LANCASTER
GENERAL PLAN



Policy 18.2.2: Encourage appropriate development to locate adjacent to identified urban nodes so that municipal services can be efficiently provided.

Specific Actions:

18.2.2(a) Incorporate the Urban Structure Program into the development review process based on the following criteria:

- New development shall construct and/or pay for new on-site capital improvements required by their project, consistent with performance criteria identified in Objective 15.1.
- New development shall ensure all new off-site capital improvements required by their project are available, consistent with performance criteria identified in Objective 15.1.¹
- New development shall provide for public services consistent with the performance criteria identified in Objective 15.1.
- New development shall not result in any long-term reduction in the level of public services provided to existing development.
- New development shall not result in any substantial, short-term reduction in the level of public services provided to existing development.
- New development shall not substantially increase the cost of public services provided to existing development.

¹ Project shall construct and/or pay for new off-site capital improvements. Reimbursement agreements may be established to allow the original developer to recover the cost of providing capital improvements in that area, above (or beyond) that which will be required for a project. Where a project is too small to incur the cost of constructing necessary improvements, even when such costs are subject to reimbursement, the City may accept payment of the project's fair share of capital improvement costs.

- The system used to recoup the costs of new development shall not be used to influence the rate of growth, but shall ensure that services are provided for in an equitable manner.

STATUS: New program.
 RESPONSIBILITY: Community Development
 Department, Public Works
 Department, Finance
 Department, Department of
 Parks, Recreation and Arts, and
 Lancaster Redevelopment
 Agency.
 TIME FRAME: Priority 2.
 FUNDING SOURCE: Development review fees.

18.2.2(b) When a project is too small to incur the costs of constructing necessary improvements, require through the implementation of the Urban Structure Program, payment of the project's fair share of capital improvement costs.

STATUS: New program.
 RESPONSIBILITY: Community Development
 Department.
 TIME FRAME: Priority 2.
 FUNDING SOURCE: Development review fees.

18.2.2(c) Encourage adjoining small proposals which are unable to incur the costs for all needed capital improvements to combine their applications in order to realize economies of scale.

STATUS: New program.
 RESPONSIBILITY: Community Development
 Department.
 TIME FRAME: Priority 2.
 FUNDING SOURCE: Development review fees.

Policy 18.2.3: Through the Urban Structures Program, encourage urban development not located contiguous to growth areas to be designed as a self-sufficient community, one in which people live, work, shop and play.

Specific Actions:

18.2.3(a) Require developments to prepare a master plan and to demonstrate that the project can operate as a self-sufficient community.

STATUS: New program.
 RESPONSIBILITY: Community Development
 Department.
 TIME FRAME: Priority 2.
 FUNDING SOURCE: Development review fees.

18.2.3(b)- Incorporate into the Zoning Ordinance criteria for the development of specific plans, time limitations for the expiration of specific plans, and requirements for an annual review and possible update of specific plan regulations.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

18.2.3(c) Require all projects proposed on land designated SP to prepare a specific plan in accordance with Section 65450 et seq. of the government code and to comply with the Urban Structure Program.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Development review fees.

Policy 18.2.4: Allow urban development in outlying locations only if designed as self-sufficient, planned communities.

Specific Actions:

18.2.4(a) Through the development review process, urban development located in outlying areas and areas designated for rural land uses, may be approved pursuant to the preparation and adoption of a specific plan or equivalent method of contract zoning that demonstrates the adequacy of urban services and infrastructure per the requirements of the Urban Structure Program to support the planned density of each phase of development.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

Goal 19

To create a well planned community with an aesthetically pleasing physical environment.

COMMUNITY FORM

As yet, the desired urban design character of Lancaster is undefined. However, a number of elements constitute the visual image of the City: the large, flat expanses of land; a grid pattern of roadways; distinct neighborhoods; and distinct individual projects. Despite the lack of definition of what is desired, Lancaster residents are confirmed in what they don't want. Community members have consistently expressed concern that their city not become another San Fernando Valley. The following is Lancaster's program to address this concern.

Objective 19.1 Ensure that all development within the City of Lancaster yields a pleasant living, working, or shopping environment, and attracts the interest of residents, workers, shoppers, and visitors as the result of consistent exemplary site, architectural, and landscape design.

Policy 19.1.1: Promote high quality projects and facilitate innovation in building design, land use mixes and site planning, and by encouraging mixed use developments that contain, when appropriate, pedestrian scale and uses that encourage a sense of place.

Specific Actions:

19.1.1(a) By use of the Specific Plan designation, encourage the use of innovative and/or mixed use developments, allowing the flexibility of design and siting standards such as setbacks, yards, and building relationships.

STATUS:	New program.
RESPONSIBILITY:	Community Development Department.
TIME FRAME:	Priority 2.
FUNDING SOURCE:	Development review fees.

19.1.1(b) Consider the adoption of alternative development regulations and standards that allow for creation of neo-traditional style neighborhoods and developments within the City.

STATUS:	New program.
RESPONSIBILITY:	Community Development and Public Works Departments.
TIME FRAME:	Priority 3.
FUNDING SOURCE:	Department budgets.

19.1.1(c) -

When new master planned communities and/or specific plans are proposed, encourage, as an alternative design theme, the development of these projects utilizing neo-traditional design principles that encourage pedestrian activity, reduce automobile dependence, and provide for mixed-use neighborhoods. Incentives could include, among others:

- Relaxation of standard zoning ordinance or development requirements that are inconsistent with traditional design principles.
- Reduction in standard street widths.
- Modifications in impact fees and/or improvement requirements if the project will result in reduced impacts on roads, parks, or other public facilities as compared to a conventionally developed project.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budgets.

Policy 19.1.2:

Encourage building design and site planning that is sensitive to the natural environment.

Specific Action:

19.1.2(a)

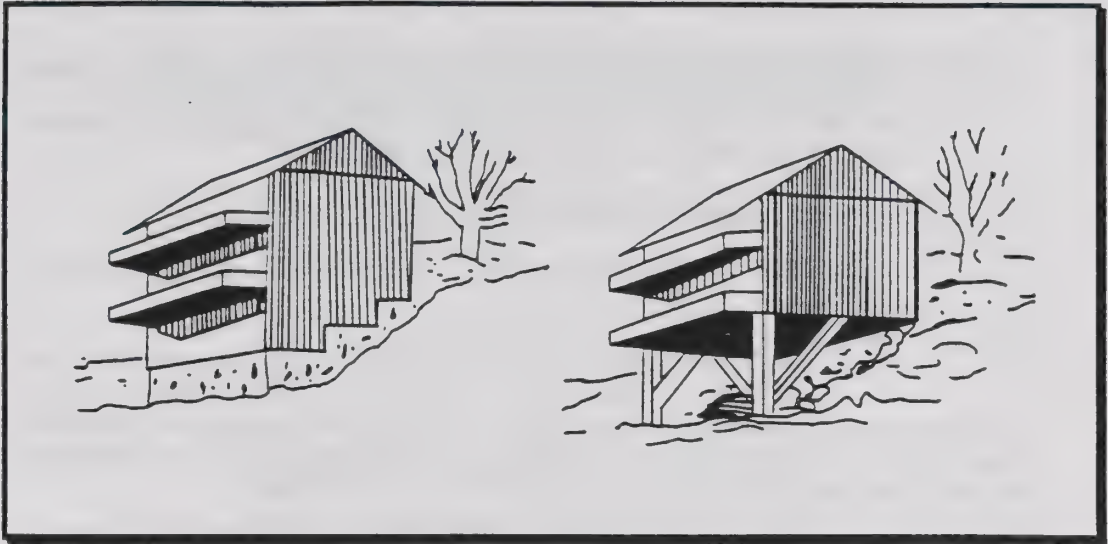
Conduct a study reviewing the existing zoning ordinance, subdivision regulations and environmental review process to ensure the preservation of significant environmental areas of the study area. Where necessary, propose amendments to development procedures and regulations encouraging developers to use innovative techniques for preservation of these sensitive areas.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

Policy 19.1.3:

Ensure that development proposed within hillside areas is tailored to the terrain and preserves natural hillside characteristics. As a consequence, the use of stepped foundations or a series of small pads at different levels is to be preferred to the creation of one large level pad (see Figure VIII-3).

Figure VIII-3
Hillside Development



Specific Action:

19.1.3(a)

Utilize the following guidelines in reviewing hillside development within the City of Lancaster.

STATUS:	New program.
RESPONSIBILITY:	Community Development Department.
TIME FRAME:	Priority 1.
FUNDING SOURCE:	Department budget, project review fees.

HILLSIDE DESIGN GUIDELINES:

Where possible, site structures on terrain with slopes of less than ten percent (10%).

Where grading is required on residential parcels having an average slope of ten percent (10%) or greater, limit grading to the minimum necessary to provide for a house, driveway, garage, and limited level yard. Preserve the terrain of the balance of the site in its natural state.

Limit the total area of grading, where feasible, to the following:

Parcels with average slopes of ten percent (10%) to under thirty percent (30%)

- Maintain a maximum total level padded area¹ not exceeding fifty percent of the lot area or 18,000 square feet, whichever is less, except that up to sixty percent or 21,000 square feet, whichever is less, may be permitted for split level pads which are separated by a minimum four foot (4') elevation difference.
- Maintain a maximum height for manmade slopes having a ratio of 3.9 or steeper of 20 feet in vertical height. Permit slopes having a ratio of 4:1 or flatter to be allowed up to 25 feet in vertical height.
- Restrict the use of crib walls to locations where they would not be visible over large areas accessible to the public.
- Limit driveway widths to fifteen feet (15').
- Limit driveway slopes to fifteen percent (15%), unless otherwise approved by the Fire Department.

Parcels with average slopes of thirty percent (30%) or more

- Permit up to three level padded areas totaling up to sixty percent or 21,000 square feet, whichever is less; provided, however, that no single level padded area exceeds 9,000 square feet in area, and that multiple pads are separated by a minimum four foot (4') grade difference.
- Limit slopes having a ratio of 3.9 or steeper to 20 feet in vertical height. Permit slopes having a ratio of 4:1 or flatter to be up to 25 feet in vertical height.
- Restrict the use of crib walls to locations where they would not be visible over large areas accessible to the public.
- Limit driveway width to fifteen feet (15').
- Limit driveway slopes to fifteen percent (15%), unless otherwise approved by the Fire Department.

Provide slopes in excess of fifteen feet (15') in vertical height with landform grading.

¹ Level padded area is defined as having a slope ratio of 5:1 or flatter.

Landform grading consists of the creation of slopes which reflect as closely as possible surrounding natural hills, and which avoid the linearity and regularity of consistent 2:1 slopes.

Landform grading may be accomplished either by varying the linear plane of the slope with a consistent slope along the vertical face, by varying slope ratios providing that no portion of the slope exceeds a 2:1 ratio, or a combination of both.

Provide landscaping of manmade slopes in excess of four feet (4') in vertical height. Provide landform planting of slopes which are ten feet (10') in vertical height or more.

- Landform planting consists of a planting design to reinforce or create the visual appearance of a manmade slope as a natural feature.
- When landform planting is used in lieu of landform grading, a conceptual planting plan shall be submitted at the time a tract map is filed, or, if a tract map has been previously approved, at the time a grading permit is applied for. The planting plan shall generally identify the common and botanical plant names, indicate foliage color, and size at maturity.

The total number of plants planted on a manmade slope should average a minimum of one shrub per fifty (50) square feet of planting area and one tree per 200 square feet of planting area, and may be placed in any configuration or physical arrangement, the intent of which is to create vertical relief on the slope. Uniform spacing is not encouraged.

- Drought tolerant materials should be utilized in planting plans.
- Foliage used in planting plans should be fire resistant, and colors should be compatible with the colors of native materials in the surrounding area.

Within landform graded slopes, plants should be grouped within swale areas to more closely reflect natural conditions.

The primary purpose of landform planting is to provide conventionally graded slopes with the appearance of having been landform graded. Thus, planting is designed to obscure the linearity and regularity of the conventional slope and to create a visual undulating appearance (see Figure VIII-4).

- Plant materials in the "plan view" should be grouped to create the appearance of ridgeline and "shelf" configurations.
- The pattern and height variations of plant materials on the slope should create an irregular visual plane in the cross section.

Policy 19.1.4: Ensure that new development or the expansion of existing development is viewed not only as free standing objects, but also as part of the adjacent street, surrounding neighborhood, and total community as a whole.

**Figure VIII-4
Hillside Landscape**



Specific Actions:

19.1.4(a) Through the development review process, encourage the establishment of an architectural and siting design theme which is compatible with surrounding existing and planned developments and include the following:

- A relationship to prominent design features existing in the immediate area (i.e. trees, landforms, historic landmarks).
- A relationship to existing structures.
- The natural environment (i.e. hillsides, washes, native vegetation, community landscaping).

STATUS:	New program.
RESPONSIBILITY:	Community Development Department.
TIME FRAME:	Priority 2.
FUNDING SOURCE:	Development review fees.

19.1.4(b)

Through the development review process, ensure that new development creates pleasing transitions to surrounding development, for example:

- The bulk of new structures should relate to the prevailing or planned scale of adjacent development.
- Setbacks from streets and adjacent properties should relate to the scale of the structure and the function of the street and shall be to encourage pedestrian scale and uses when appropriate.
- Tall structures should be made less imposing by physically stepping them back from street level, if deemed appropriate.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

19.1.4(c)

Through the development review process, ensure that new developments are designed to respect the identified views and view corridors of existing developments to the greatest extent possible.

- Where applicable, enhance view corridors which are oriented toward existing or proposed community amenities, such as parks, open space, or natural features.
- Encourage subtle variations in architectural and landscape components which provide visual interest, but do not create abrupt changes or cause discord in the overall character of the neighborhood.
- Provide appropriate transitions between different projects and urban and rural land use transitions. Include the provision of buffer areas, landscaping and other similar treatments; for example, hedges, walls, fences, berms, or landscaped open space.
- Encourage a harmonious appearance based on the compatibility of individual structures rather than one specific style of architecture.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

19.1.4(d)

Through the development review process, encourage inclusion of gateways which create a visual sense of entry in all developments.

- Gateways should range in scale as appropriate with their importance, and may identify an entrance to the City, subcommunity, development project, or single building.
- Gateways should include enriched paving, raised medians, signage, landscaping, and other features as appropriate.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

Policy 19.1.5:

Ensure that physical attributes of new developments, such as walls and fences, lighting, building design, and signage are attractive and consistent with the overall urban form and/or design theme of the area.

Specific Actions:

19.1.5(a)

Through the development review process, discourage uninterrupted fences and walls, unless needed for a specific screening, safety, or sound attenuation purpose. Promote site plan design that allows pedestrian access (see Figure VIII-5).

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

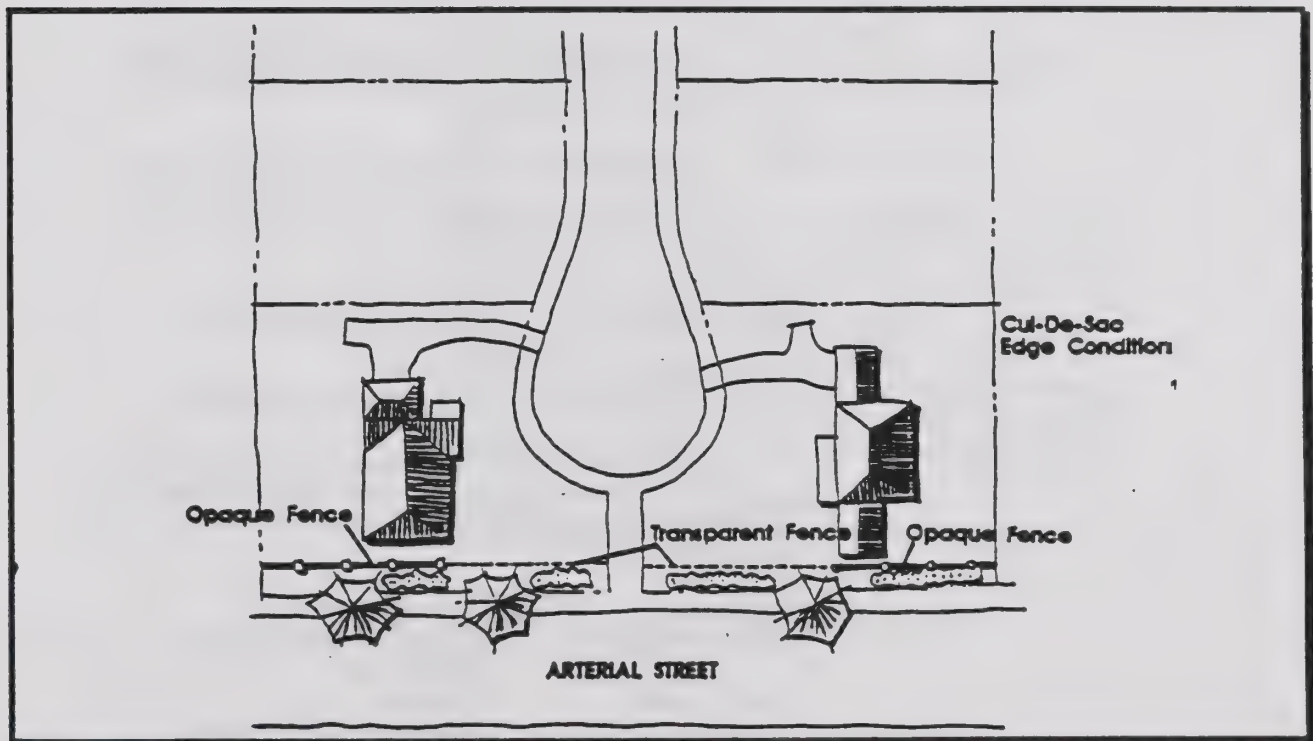
19.1.5(b).

Through the development review process, require fencing and walls to be consistent with the overall design theme of the development or adjoining existing developments.

- Where they are needed, fences or walls should relate to both the site being developed and surrounding developments, open spaces, streets, and pedestrian ways.
- Fencing and walls should respect existing view corridors to the greatest extent possible.
- Fencing and walls should incorporate landscape elements or changes in materials, color, or texture in order to prevent graffiti, undue glare, heat, or reflecting, or aesthetic inconsistencies.

STATUS:	New program.
RESPONSIBILITY:	Community Development Department.
TIME FRAME:	Priority 2.
FUNDING SOURCE:	Development review fees.

Figure VIII-5
Wall Treatments Along Arterial Streets



19.1.5(c)

Through the development review process, ensure that lighting improves the visual identification of adjacent structures. Evaluate projects on the following criteria:

- Within commercial areas, lighting should also help create a festive atmosphere by outlining buildings and encouraging nighttime use of areas by pedestrians.
- In all projects, lighting fixtures should be attractively designed to complement the overall design theme of the project within which they are located.
- On-site lighting shall create a safe environment, adhering to established crime prevention standards, but shall not result in nuisance levels of light or glare on adjacent properties.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

19.1.5(d)

Through the development review process, ensure all exterior wall elevations of buildings and screen walls have architectural treatments that enhance the appearance of the building or wall.

- Uniform materials and consistent style should be evident within a development project in all exterior elevations.
- Secondary accent materials and colors should be used to highlight building features and provide visual interest.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

19.1.5(e)

Through the development review process, require trash enclosures, loading areas, mechanical equipment, and outdoor storage areas to be screened from public views as appropriate.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

Policy 19.1.6: Ensure that signs communicate their message, are clearly visible, and complement the development where they are located.

Specific Actions:

19.1.6(a) Revise the zoning ordinance to limit the proliferation of signs and their dominance as an architectural theme and to incorporate provisions which relate signage to building design.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Development review fees.

Policy 19.1.7: Promote appropriate site design that allows for efficient and attractive developments.

Specific Actions:

19.1.7(a) Through the development review process, ensure coordination between landscape design and drainage plans for individual projects, to maximize percolation of surface water from the landscaped portion of the site. Swale designs in landscaped and turf areas should be employed to slow down runoff and maximize percolation.

STATUS: New program.
RESPONSIBILITY: Community Development and Public Works Departments.
TIME FRAME: Priority 1.
FUNDING SOURCE: Development review fees.

19.1.7(b) Revise the zoning ordinance requirements to require landscaped areas to have a combination of drought tolerant trees, shrubs, vines, groundcover, flowers and turf as appropriate and compatible with the surrounding environment and project design theme. A combination of landscaped materials should be arranged in a harmonious manner as an integral part of project design to enhance building design, public view, and interior spaces; provide buffers and transitions as needed.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

19.1.7(c) Encourage the development of centralized parking lots and structures, where feasible, to promote walking rather than driving between individual businesses (see also Specific Action 14.3.2(c)).

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

19.1.7(d) Where feasible, concentrate new developments in close proximity to existing development and pedestrian areas in order to facilitate walking and to reduce vehicular trips.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

Policy 19.1.8: To help in establishing a visual hierarchy of the City's form, create areas of interest in the street grid through the use of landscaping at specific locations.

Specific Actions:

19.1.8(a) In conjunction with the Master Plan of Streets and Highways, described in the Plan for Physical Mobility, develop typical street sections, which reinforce the hierarchy of streets. Street sections shall include conceptual design of landscaping and street furniture.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Public Works
Department, and Department of
Parks, Recreation and Arts.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

Objective 19.2 Reinforce the distinct components which make up the City's form, emphasizing the specific elements based on their individual characteristics.

Policy 19.2.1: Support and maintain commercial districts in Central Lancaster, the Quartz Hill and Antelope Acres areas, by encouraging new construction and structural improvements that are consistent with the general character of each area, while promoting their economic well-being.

Specific Actions:

19.2.1(a) Continue to support existing downtown improvement programs.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department and Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

19.2.1(b) Evaluate proposed projects in the Quartz Hill and Antelope Acres areas. When appropriate, support these communities' efforts to lobby the County to maintain development consistent with the area character.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

Policy 19.2.2: Support and maintain economically viable commercial and industrial districts that are individually identifiable as distinct areas and visually compatible with the surrounding community.

Specific Actions:

19.2.2(a) Support redevelopment efforts to encourage the rehabilitation and redevelopment of obsolete or declining commercial development, in a manner consistent with community design and development objectives.

STATUS: Expand existing program.
RESPONSIBILITY: Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Redevelopment Agency monies.

19.2.2(b) - Continue acquisition of the Herald Tract to assist in the development/redevelopment of the area for industrial uses.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department, Redevelopment Agency.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budgets.

Policy 19.2.3: Support the specific characteristics of existing and new residential districts that make these areas identifiable, while at the same time visually compatible with the surrounding community.

Specific Actions:

19.2.3(a) Conduct a study to identify those characteristics of single family residential projects that create a positive image of the community, and integrate these traits into the residential design standards. Some elements include:

- East-west orientation of streets to create lots with north-south exposure, when appropriate;
- Reduced street widths;
- Special lighting, landscaping, and trails;
- Common greenways; and
- Other amenities.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budget.

19.2.3(b) Develop design standards for areas abutting or adjacent to rural communities.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

Policy 19.2.4: Ensure that major corridors present a positive image of the City of Lancaster.

Specific Actions:

19.2.4(a) Conduct a corridor study along Sierra Highway that will direct redevelopment efforts to improve the appearance, while supporting the strong commercial aspects of the area.

STATUS: New program.
RESPONSIBILITY: Community Development
Department, Lancaster
Redevelopment Agency.
TIME FRAME: Priority 3.
FUNDING SOURCE: Department budgets.

19.2.4(b) As part of the development review process, encourage the incorporation of design techniques into proposals that will minimize the visual impacts of major traffic carriers on adjacent land uses and promote a positive image of the City.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

Goal 20

To promote a regional perspective in land use decisions affecting the residents of Lancaster.

INTERAGENCY LAND USE COORDINATION

Planning or land use decisions that affect more than one agency or jurisdiction cannot be analyzed in a vacuum. Many of the issues communities currently face transcend political and geographic boundaries. For effective decision-making to occur, these issues must be resolved in a coordinated fashion, working with other concerned agencies or jurisdictions. In the Lancaster study area, Los Angeles County, Kern County, the City of Palmdale, Southern California Association of Governments, and the local military installations are the primary agencies concerned. The following is Lancaster's program to coordinate with other agencies on regional issues.

Objective 20.1 Establish and maintain City boundaries which are logical in terms of service capabilities, social and economic interdependencies.

Policy 20.1.1: Require annexation proposals to demonstrate a positive relationship between facility and service costs and generated revenues.

Specific Actions:

20.1.1(a) Through implementation of the Urban Structure Program, require annexation proposals outside the sphere of influence to prove that the project will generate sufficient revenues to finance, maintain and operate facilities and services required by the project (see also Specific Action 16.7.8(b)).

STATUS: New program.
RESPONSIBILITY: Community Development,
Public Works, and Finance
Departments, City Manager's
office.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budgets.

20.1.1(b) Promote annexation of county unincorporated islands (see also Specific Action 16.7.8(b)).

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

Objective 20.2 Coordinate planning efforts and development decisions between Lancaster, Palmdale, Los Angeles County, and regional, state and federal agencies.

Policy 20.2.1: Promote harmonious and mutually beneficial uses of land between the City of Lancaster, the City of Palmdale, the County of Los Angeles and the United States Air Force.

Specific Actions:

20.2.1(a) Continue to refer major planning and land use proposals to all affected jurisdictions for review, comment and recommendation.

STATUS: Existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Development review fees.

20.2.1(b) Solicit comments from the United States Air Force at Plant 42 and Edwards Air Force Base on projects which are proposed within the Overflight Area, the 65 CNEL contour line, or the Alpha Corridor.

STATUS: Expand existing program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget and development review fees.

20.2.1(c) As part of the General Plan annual review and update, evaluate land use designations within and adjacent to the City's sphere of influence including both Los Angeles County and the City of Palmdale.

STATUS: New program.
RESPONSIBILITY: Community Development Department.
TIME FRAME: Priority 2.
FUNDING SOURCE: Department budget.

20.2.1(d) -

Through the development review process, solicit comments from the Mira Loma Detention Facility and Los Angeles County/State Department of Corrections on land use decisions within a one-mile radius of the institution.

STATUS: New program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Priority 1.
FUNDING SOURCE: Department budget.

20.2.1(e)

Solicit comments from representatives of Fox Field on development proposals within the vicinity of the airport.

STATUS: Existing program.
RESPONSIBILITY: Community Development
Department.
TIME FRAME: Ongoing.
FUNDING SOURCE: Department budget.

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Land Use							
Distribution of Housing			IV-B: Housing and Household Characteristics; policies 6.1.2, 6.1.5.			VII-A: Economic Development; policy 16.1.5	VIII-A: Growth Patterns; policies 17.1.1, 17.1.2, 18.2.1 VIII-B: Land Use Patterns; policies 18.1.2
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¹ This index provides examples of policies included in the General Plan which satisfy the requirements mandated by state law. Additional policies which are relevant to state mandated requirements can be founded in the General Plan text.

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Location of Educational Facilities			IV-C: School Facilities; policies 9.1.1-9.1.3.			VII-B: Urban Development; policy 16.2.6 VII-D: Development Economic Issues and Options; policies 16.5.2, 16.6.5.	VIII-B: Land Use Patterns; policy 17.1.6.

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Transportation Routes	II-G: Scenic Resources; policy 3.8.2.	III-E: Hazardous Materials; policy 4.5.1.	IV-E: Pedestrian, Equestrian, and Bicycle Trails; policy 10.2.4.	V-A: Streets and Highways; policies 14.1.1-14.1.6, 14.2.1-14.2.3. V-D: Commodity Movement; policy 14.5.1.			
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Soils	II-D: Land Resources; policies 3.5.1-3.5.4.						
Wildlife	II-C: Biological Resources; policies 3.4.1-3.4.6, 3.8.3.				VI-A: Water Facilities; policy 15.1.3.		
Minerals	II-F: Mineral Resources; policies 3.7.1-3.7.2.						
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Noise							
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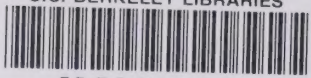
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